BREWPUBS ■ OUTSIDE BOARD OF DIRECTORS ■ MATCHES

THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION

VOL. 8 NO. 5 MAY 1988

RESTAURANTS

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6/22/88

ARE GROCERS *CARTING AWAY* RESTAURANT CUSTOMERS?

ASSOCIATION MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management
5/21 Chicago, IL
6/14 Los Angeles, CA
6/15 Riverside, CA
6/28 Portland, OR
6/29 Seattle, WA
8/16 Oakland, CA
8/17 San Diego, CA
8/30 St. Louis, MO

Increasing Sales: Effective Front-of-the-House Management
5/19 Hartford, CT
5/22 Chicago, IL
6/21 Burlington, VT
8/23 Greenville, SC

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6/7 Albany, NY
6/13 Washington, DC
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8/8 St. Louis, MO
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8/29 Chicago, IL
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8/22 Lancaster, PA

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Restaurant Real Estate Site Selection
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Wine Server Training
6/21 Chicago, IL
6/22 Cincinnati, OH
7/28 Boston, MA
8/23 Seattle, WA
8/25 Portland, OR

1988 California Wine Workshop
9/24–30 Napa Valley, CA

For information, contact: Educational Foundation of the National Restaurant Association, 1200 Seventeenth St., N.W. Washington, DC 20036-3097 (800) 424-5156 or (202) 331-5900

If your company is interested in our in-house programs, call or write to the attention of Frank Doyle at the above address.

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5/18–21 Chicago, IL

Multi-unit Architects, Engineers and Construction Officers (MAECO)
5/18–20 Chicago, IL

For more information on specific study groups, contact: Philip Kralovec, (312) 853-2525.

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RESTAURANTS USA

VOL. 8 NO. 5 **MAY 1988**

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PRESIDENT'S REPORT

Michael J. Grisanti, President and Chief Operating Officer
Grisanti, Inc., Louisville, KY

These past 12 months have been prodigiously eventful for the National Restaurant Association. As I complete my term as your President, I can measure the remarkable growth we have experienced this past year, and I can see just as clearly the great challenges which remain to be met.

We have certainly grown as the leading source of information in the foodservice industry. During the last year, we brought 256 seminars to convenient locations for members all across the country. No other association that I know of offers so extensive an educational program. We also offered four conferences and, of course, the incomparable annual Show.

The association continues to build its library of training videotapes, adding a new tape on wine service and another entitled "Producing Profits." In addition, we have created a packet of two videotapes that cover the AIDS issue. The first discusses how management can control situations that might arise as a result of the epidemic, and the second tells employees how the disease is passed and makes it clear that the foodservice environment is safe. These two tapes will be available through our publications department next month.

The association has been actively promoting the industry as a source of rewarding careers. More than 7,500 copies of the videotape "Ours is a Special World," which celebrates employment in the hospitality industry, were distributed to vocational guidance teachers this year. In addition, an advertisement for careers in foodservice appeared throughout the year in—*Careers, Scholastic* and *Vocational Educational Journal*—publications read by high school students and their teachers.

The association actively pursued media support for the industry viewpoint on political issues. During this year, the staff working with and through the Minimum Wage Coalition prompted 600 editorials opposing an increase in the minimum wage. These editorials have been bound into two volumes and sent to your representatives on Capitol Hill.

Similarly, an ongoing media campaign is focusing attention on the inequity of the employer-paid FICA tax on tips, recently imposed on the industry. To date, press releases and media contacts have produced 107 newspaper articles and TV and radio items on this issue. This media campaign will continue until Congress remedies the situation.

The association has seen two major government relations victories this past year. On March 29, the Senate withdrew the High Risk Occupational Disease Notification Act, which would have imposed all sorts of unreasonable liabilities and obligations on us in regard to employees who had come in contact with substances alleged to be dangerous. Calling for more realistic ways of handling this problem, the association had been instrumental in having this bill withdrawn.

Similarly, fast food labeling legislation, which would have required ingredient labels on all takeout and fast

food, has been set aside. Individual companies have created more viable vehicles for conveying ingredient information to consumers. Association lobbyists were able to show legislators that the bill was unnecessary.

These victories notwithstanding, the industry still faces many grave challenges in regard to legislation now in Congress. Chief among these are bills concerning minimum wage, mandated health benefits and parental leave. Only strong grassroots lobbying—contact between you and your legislators—can stop these bills from becoming law.

During my administration we have taken many steps to increase grassroots activity:

1. We have doubled the number of key contacts or members who act as a liaison between the industry and their representatives. Our nationwide network is now nearing 350, and we will continue to increase the number.

2. In April, we held a "March on Washington." More than 100 operators came to the capital for a series of one-on-one meetings with their congressional representatives and senators concerning minimum wage and tip credit.

3. We established a minimum wage/tip credit hotline through which operators can send a message to Congress. To date 3,300 mailgrams have been dispatched through this service.

4. The trade press carried an open letter from me to the entire industry calling for political action to stop adverse legislation. Appearing in six major publications, this message was seen by hundreds of thousands of operators.

The association will continue to press the message about grassroots political activity until each and every member is involved in a regular program of political contact with elected officials. During this past year I have learned one very important lesson: It is not the officers, Board or staff who make an association powerful and successful; it is the membership. We have great political influence in Washington when we all speak out together on an issue.

And, of course, one of the greatest accomplishments of this year was the selection and purchase of a new headquarters building in Washington, DC. The staff moved into the top three floors of the National Restaurant Association building in March. The structure is both a good financial investment and the symbol of our industry's determination to make its presence felt in the nation's capital.

During the past month, 102 new members joined the National Restaurant Association. Welcome. Your participation in the association will make your business grow and will make the association more effective in its endeavors on your behalf.

Sincerely,

Michael J. Grisanti
President and Chairman of the Board

COVER STORY: GROCERY STORES ARE GAINING TAKEOUT DOLLARS

16 More people are purchasing takeout food at grocery stores than ever before—and the trend is likely to continue as supermarket operators gear their merchandising efforts towards attracting more takeout customers. This Competition Report includes important information on who is buying supermarket takeout food, what they are buying and why, as well as a sidebar on freezer-case items and how they figure into the takeout picture.

SPECIALS

10 Brewpubs: You can only get it here
As restaurateurs attempt to provide customers with unique dining experiences, brewpubs—where customers can eat and drink within view of the shining brew kettles—are perhaps the ultimate manifestation of the "you can only get it here" marketing concept.

21 1988 Great Menu Contest
The Grand Prize Winners in the 1988 Great Menu Contest reflect a return to basics.

24 Matches—A striking statement
Even though people are smoking less, the number of matchbooks taken from restaurants remains high. Because matchbooks are often considered to be a restaurant's "business card," they are an important form of advertising.

26 Raised floors—A design remedy
Raised floors have solved the design problem of unifying huge, cavernous spaces and making undesirable seating areas into sought-after tables where people can enjoy their privacy and "see and be seen."

28 Mail order: Selling your stamp of success
Marketing your signature items through the mail is a great way to promote your restaurant's name—and make a nice profit, too.

32 An outside board of directors can help
Making business decisions is often difficult—especially if you are alone. An outside board of advisors can provide the necessary backup to make sound choices in today's complex marketplace.

13 Rushing the growler
Today's brewpubs are rather different from the Depression-era "corner taps" where patrons "rushed the growler"—brought their pitchers to be filled with freshly brewed beer. As variations on an old theme, brewpubs in the 80s are quenching the American customer's thirst for fresh beer and hunger for "tradition-drenched" regional foods. Because brewpubs are only legal in 24 states, don't miss the sidebar that takes a state-by-state look at brewpub laws.

34 The Monterey Wine Festival—A report
The 1988 Monterey Wine Festival attracted wine buffs from all over the United States and Canada. This overview of the festival includes some important wine merchandising pointers.

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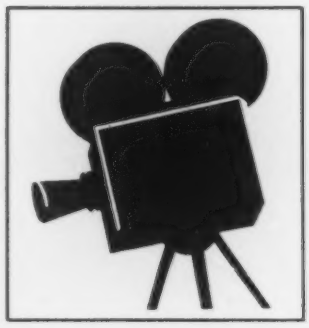


cover photograph by Lee Salsbery, grocery cart courtesy of Giant Food Inc.

Disney chefs go for gold

Out to prove the name Disney means more than cartoons and theme parks are five members of a culinary team from Walt Disney World in Buena Vista, Florida, who are in training for the next culinary "Olympics," to be held in October in Frankfurt, Germany. The chefs will be among an estimated 2,500 culinarians from throughout the world competing in the grueling five-day showcase of culinary creativity that is scheduled every four years.

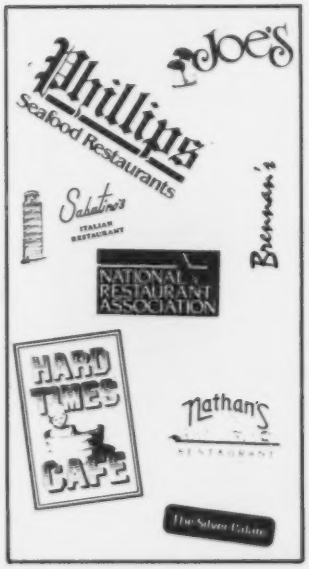
Making its debut in international competition last November at Basel, Switzerland, the quintet of Disney chefs was named the best of 120 regional teams at IGEHO '87 Salon Culinaire Mondial. Through the demonstration of nutrition-oriented innovation, the Disney chefs captured eight gold medals and six silver medals plus an engraved chafing dish—symbolic of the top regional team—and a special medal from South Wales as the best of the U.S. regional teams. The Disney team's next stop will be the Chicago Show in May.

Chef Mickey Mouse and his coworkers show off their awards. In the foreground are the assortment of medals accumulated en route to winning the chafing dish as the best regional team at IGEHO '87 Salon Culinaire Mondial at Basel, Switzerland, last November. Culinary team members from the left: Manager Werner Krueger, Rolf Gosswiler, Cheryl Smith, Keith Keogh, Reimund Pitz and Johnny Rivers.

Team Disney's nutrition-minded answer to steak-lovers was an entree that started with filet mignon. They ground a portion of the filet, mixed it with mushrooms, wrapped the mixture around the remainder of the filet and roasted it, creating a "red-meat item" that actually was 50 percent cholesterol-free mushrooms. "The flavors blend beautifully," says team captain Keith Keogh, executive chef of Epcot Center. "So it becomes a healthier steak dish—and more economical, which is another judging criterion."

In preparing a smoked pork loin, the Disney chefs cut out the fat in the eye of the pork loin and replaced it with turkey breast meat to lower the cholesterol value. And on the side? Vegetable sausage. "We combined apples and braised red cabbage, bound it together with tofu and stuffed it in sausage casing. This was a perfect complement to the pork—beautiful color—and we didn't add calories or animal fat," Keogh explains.

The Disney team was selected by Hans Bueschkens, president of the 225,000-member World Association of Cooks Societies (WACS), who judged a mock-Olympics competition among Walt Disney World culinarians.



Congressional and Senate staff members enjoyed the "spicy taste of America" through participating restaurants' signature items at The National Tourism Week Breakfasts held in Washington, DC, on April 21 and 22. The signature items, which included burgundy pepper sauce, chili spice mix, and mustards, were placed in bags with the restaurants' logos and were distributed to attendees at the breakfasts. The breakfasts are sponsored by the National Tourism Week Coalition, of which the National Restaurant Association is a member, and have become a Capitol Hill tradition.

Heathman Hotel celebrates "the dean of American cookery"

On March 26, The Heathman Hotel in Portland, Oregon, concluded a week of festivities honoring the memory of James Beard, one of the city's most celebrated native sons, with a formal dinner that featured Northwest Pacific foods and wines. Beard was born in 1903 in Portland, where his mother owned and operated the Gladstone Hotel. This became the early training ground for the young gourmet who eventually made a career out of his passion for food. Beard spent most of his life promoting American cuisine through his syndicated newspaper column, his 22 books and a television cooking show. At the time of his death in 1984, Beard had earned his reputation as the "dean of American cookery."

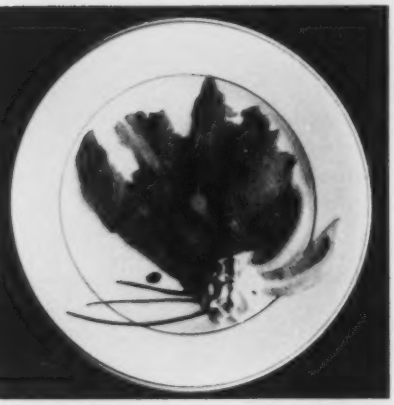
Heathman's Chef George Tate found inspiration for the dinner from Beard's own philosophy of "fresh foods, simply prepared." The menu featured Columbia River spring-run chinook salmon in three-peppercorn cure; squab in a rosemary and onion nest, cream of asparagus soup with bow tie crackers, and the entree, roast tenderloin of aged beef with new potatoes and vegetables. Three of Oregon's vineyards provided the wines for the evening, which were selected by the maitre d'hotel Stephen Earnhart.

Attendees who had known Beard claimed that he would have enjoyed the

C. Bruce Forster

dinner for its freshness and simplicity. In Beard's own words, "The triumph of cooking is to be able to produce the simple things so that they taste as they were meant to."

The Heathman Hotel took the opportunity to announce the winner of its second annual Heathman Award—Pacific Quail Farms of Clatskanie, Oregon, its supplier of fowls and game birds. As general manager Mary Arnsted claimed, "We are only as good as our suppliers," a sentiment that echoes Beard's belief that "The secret to really good cooking starts in the market."

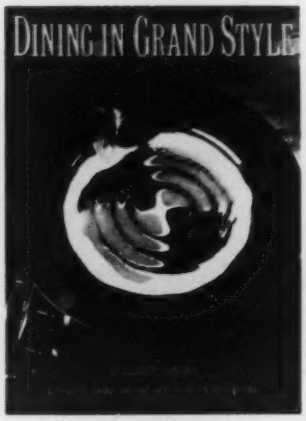


Columbia River spring-run chinook was one of the highlights of The Heathman Hotel's James Beard celebration dinner.

The celebration was held in conjunction with a series of events sponsored nationwide by Preferred Hotels Worldwide, an association of 80 independent luxury hotels, including the Heathman Hotel. A portion of the proceeds from the events—$18,000 total—went to the James Beard Foundation, a nonprofit organization formed by Beard's friends and colleagues after his death to continue his work in promoting American food.

From hotel kitchens to home chefs

Home cooking has made such a comeback that properties are starting to showcase their recipes for consumers. Hilton International hotels (not to be confused with the Hilton chain in the United States) has just published a cookbook, *Dining in Grand Style,* coauthored by Elizabeth Schneider, Dieter Hannig and the chefs of Hilton International. Included are recipes from 60 chefs on four continents, including such dishes as *Lobster Ravioli with Sea Urchin* from Tokyo, *Shaker Lemon Pie* from New York's American Harvester restaurant and *Braised and Grilled Chicken in Coconut and Javanese Spices* from the Peacock Cafe in Jakarta. Photographer Michael Grimaldi traveled throughout the world to capture the chefs' creations in their original exotic settings.



Elizabeth Schneider is a noted culinary journalist and cookbook author. Dieter Hannig is executive director of Hilton International's Food Research Center, where new recipe ideas from Hilton chefs are tested. The book, published by Thorne publications and distributed by Harper and Row, costs $35.

Marketing executives to meet before Show

The National Restaurant Association's Marketing Group will meet prior to the Show in Chicago from May 18 to 21. The program, called "Sales for Today and Tomorrow," focuses on making long-term marketing plans in today's volatile business environment. It features such industry leaders as Michael Grisanti, president of the National Restaurant Association; Joe Lee, chairman of General Mills Restaurant Group; and Tom Martin, CEO of Marie Callendar Restaurant. To find out how you can register for this meeting, contact Philip Kralovec in the association's Chicago office (312) 853-2525.

CIA launches radio show

The Culinary Institute of America (CIA) in Hyde Park, New York, is taking to the airwaves to share its cooking expertise with its neighbors in the Hudson Valley. A two-minute radio show, titled "Healthy and Delicious," hosted by master chef Mark Erickson, focuses on nutritious, healthy cooking as prepared at St. Andrews Cafe, the school's restaurant. The show is aired Wednesday and Thursday mornings at 11:30 a.m. on WKIP Radio, 1450 AM, in Poughkeepsie, New York.

First forum for honor students at Show

One hundred forty-one student honor delegates and their faculty sponsors will participate May 24 in the first-ever "Salute to Excellence" Student Forum, sponsored by the Educational Foundation of the National Restaurant Association during the Chicago Show. The students were selected on the basis of academic performance, career interest, industry work experience and achievement by the deans and directors of hotel, restaurant and institutional management programs at colleges, universities and vocational/technical institutes from coast to coast.

"The 'Salute to Excellence' Student Forum is a vital new part of our continuing effort to attract highly motivated, qualified young people to careers in the hospitality/foodservice industry," says Henry J. Cockerill, chairman of the educational foundation.

The forum is intended to be a fast-moving program featuring personal messages to students from foodservice industry leaders, followed by question and answer periods. Chaired by Michael E. Hurst, president of 15th Street Fisheries, Ft. Lauderdale, Florida, the forum will focus on the industry's opportunities, advice gained through experience and counsel on achieving one's goals.

New OSHA standard goes into effect May 23

Beginning May 23, 1988, all employers whose workers are exposed to hazardous chemicals on the job must comply with the Occupational Safety and Health Administration's (OSHA's) expanded Hazard Communication Standard (HCS).

HCS originally covered only manufacturers, but a series of legal challenges resulted in a court ruling that ordered OSHA to extend the standard to all employers.

HCS's broad definition of "hazardous chemical" includes any agent that creates either a physical or health hazard—for example, flammable, corrosive or toxic materials, carcinogens and irritants. In restaurants, oven cleaners, sanitizers, detergents, pesticides and cooking fuels are examples of products likely to come under the standard's purview.

Since last September, chemical manufacturers, importers and distributors have been required to supply a Material Safety Data Sheet (MSDS) for each potentially hazardous chemical sold to an employer.

Employers are responsible for maintaining manufacturers' MSDSs in an accessible file, keeping current lists of all hazardous chemicals in the workplace and making sure that manufacturers' product safety labels stay intact.

Employers must also develop an employee training program to inform workers of specific hazards, special operational procedures, protective measures, what actions to take in the event of an emergency and where they can find information on the hazardous chemicals.

Association produces booklet on setting up hazard communication program

The National Restaurant Association offers a "how-to" booklet to help operators set up hazard communication programs. Developed by the association's technical services department, the booklet is entitled "Right to Know: A Foodservice Operator's Guide to the OSHA Hazard Communication Program." Copies are available to association members for $5 and to nonmembers for $7.50. To order a copy, send a check or money order to the National Restaurant Association, Publications Department, 1200 17th St., N.W., Washington, DC 20036. (Note: Washington, DC, residents must add 6 percent sales tax to their orders, Illinois residents must add 7 percent and residents of Chicago must add an extra 1 percent, making their total sales tax 8 percent.)

Include $2 for postage and handling costs for orders below $20. For orders above $20, add 10 percent to the total cost for postage and handling.

Credit card orders are accepted over the phone for orders over $10. Call the association's Information Service and Library at (800) 424-5156 or (202) 331-5960.

Grisanti leads "March on Washington"

On April 19, National Restaurant Association President Michael Grisanti (Grisanti, Inc., Louisville) led more than 100 foodservice operators from across the country in the industry's "March on Washington," a direct appeal to Congress to vote down a minimum wage hike and to increase the tip credit.

Armed with cost figures, employment data and other information about their businesses, the restaurateurs visited nearly 150 senators and representatives, describing the effect a minimum wage increase to $5.05 would have on their operations. Many echoed the sentiments of rally participant Betty Clement (Trivet House, Liverpool, NY), who said that "If things keep going the way they have been, small busi-

Fred Sampson, president, New York State Restaurant Association, confers with Rep. George Wortley (R-NY).

Jerry Hill (Bill Knapp's Restaurant, Battle Creek, Michigan) and Chuck Muer (C.A. Muer Inc., Detroit) prepare for meetings with their legislators.

Association President Michael Grisanti orchestrated the industry's "March on Washington" and addressed more than 100 restaurant operators at a rally which preceded the day's events. "The fact that you have come all the way to Washington to deliver your message sends a message by itself: 'This is important,'" he said.

nesses won't find it profitable to keep operating. The government is so active that at times I don't even feel like I'm running my own restaurant."

The event's timing was critical, coming at a point when restaurateurs needed to keep up the pressure against a minimum wage increase and prevent labor lobbyists from gaining momentum. Last month Democratic leaders said they would not bring minimum wage legislation to the U.S. House floor for a vote until the second or third week of May, delaying their earlier plans for an April vote.

(The House minimum wage bill, H.R. 1834, proposes increasing the wage to $3.85 in 1989; $4.25 in 1990; $4.65 in 1991; and $5.05 in 1992.) The full Senate will probably not consider its bill, S. 837, until the House clears H.R. 1834.

Minors can use expanded identity document list

Employees under age 18 can now use school or doctor records to prove their identity to employers, according to technical amendments to the 1986 Immigration Reform and Control Act. The Immigration and Naturalization Service (INS) ruling, which went into effect March 16, also allows parents of workers under 18 to attest to their identity.

The expanded document list for workers under 18 now includes 1) a school record or report card, 2) a clinic, doctor or hospital record and 3) a daycare or nursery school record. These documents are added to the original list of identity documents, which includes a driver's license or a school I.D. card with a photograph.

Other amendments

INS published two other technical amendments relevant to foodservice operators: First, the agency now allows handicapped workers placed into their jobs by a nonprofit organization or as part of a rehabilitation program to draw from the same expanded list of documents to prove their identity. As an alternative, a representative from the organization placing the worker may attest to the worker's identity.

Second, INS now permits I-9 forms to be filed on microfilm or microfiche, as long as the microfilm is legible, readable and easily accessible.

—Denise Roach

Chlorofluorocarbons are on the way out

New, conclusive evidence condemning the production of chlorofluorocarbons (CFCs) as damaging to the ozone layer has prompted foodservice manufacturers to phase out the use of CFCs in the manufacture of foam plastic products by the end of 1988.

Joseph W. Bow, president of the Foodservice & Packaging Institute, Inc., chose a press conference at Washington, DC's Willard Hotel to make the announcement. Speaking before television cameras and members of the press, Bow said his industry and environmentalists are not adversaries. "We all live here. We are all subject to the same environment," he said.

Environmentalists praised the voluntary move and said they hope it will prompt other users to phase out CFCs. The chemicals are also used for coolants for refrigerators and air conditioners, and for solvents that remove impurities from computer microchips and electronic parts.

CFCs are harmless until they float to the stratosphere, where they decompose and deplete the ozone layer which shrouds the Earth and partially screens it from ultraviolet rays. Global warming, crop and fish damage, and an increase in skin cancer and cataracts would be the result of a depleted ozone layer.

Many of the packaging manufacturers will be switching to HCFC-22, a compound with 95 percent less potency as an ozone-depleting chemical. However, the program calls for a drive to press chemical producers to develop a new agent that has no ozone depletion potential and that meets other safety and environmental criteria.

—Julie Fintel

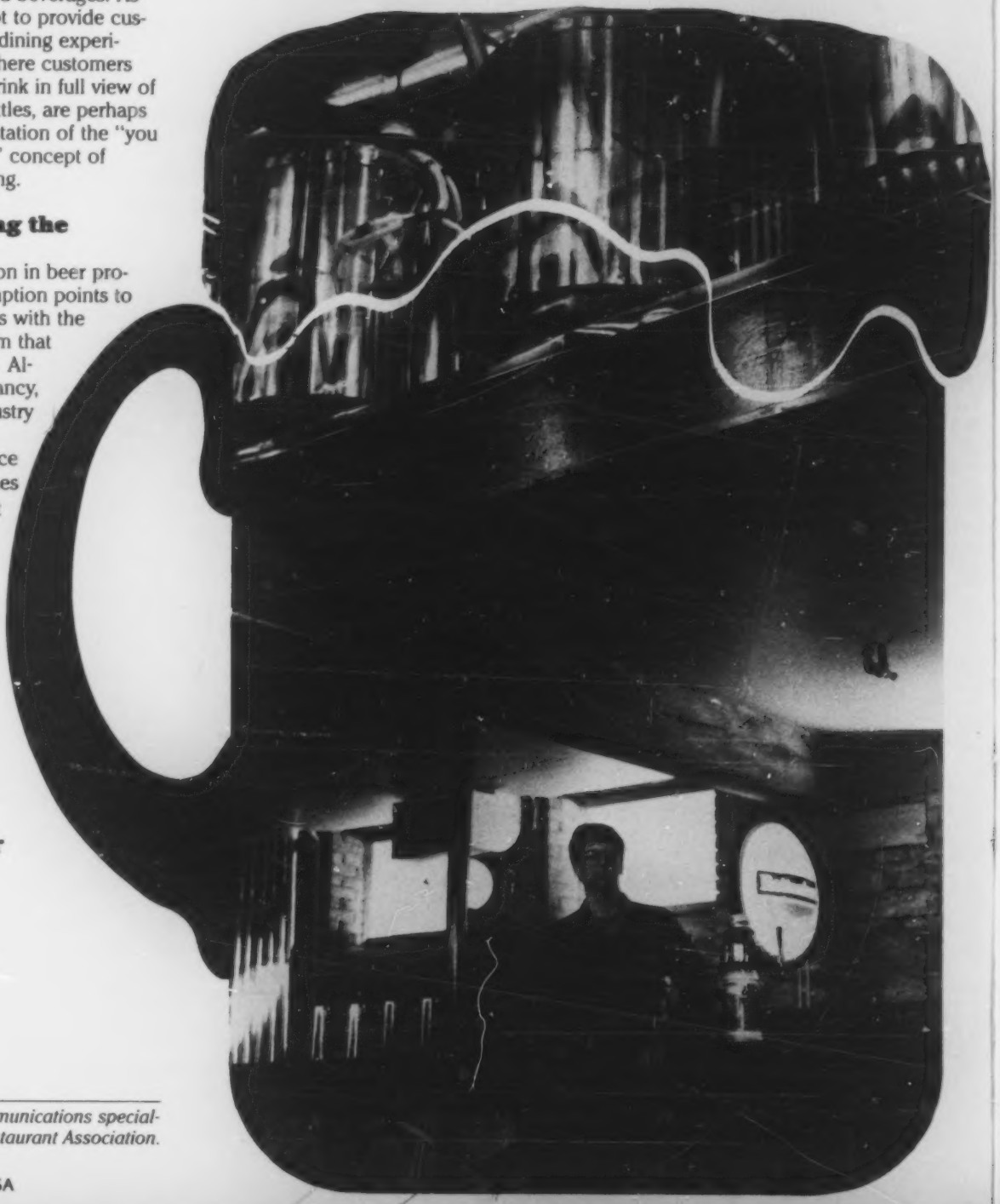
BREWPUBS

You Can Only Get It Here

The expansion of brewpubs has followed hot on the heels of the revival of microbreweries, small-scale breweries that are bringing quality and tradition back to American beer. The full-bodied, unique regional beers produced at these small breweries and brewpubs are capitalizing on the American public's increased appreciation of fresh, high-quality food and beverages. As restaurateurs attempt to provide customers with unique dining experiences, brewpubs, where customers often can eat and drink in full view of the shining brew kettles, are perhaps the ultimate manifestation of the "you can only get it here" concept of foodservice marketing.

Only scratching the surface

The current revolution in beer production and consumption points to obvious comparisons with the American wine boom that began in the 1960s. Although still in its infancy, the pubbrewing industry has the benefit of catering to a populace that already consumes a significant amount



by David Slater

David Slater is a communications specialist at the National Restaurant Association.

One of the newest and most lucrative concepts in the American restaurant industry today is the brewpub, a restaurant that serves beer that has been brewed on the premises. A reincarnation of the self-supporting colonial taverns, the modern brewpub revolution began in the summer of 1982 at the Yakima Brewing & Malting Company in Yakima, Washington, and gradually spread through the Pacific Northwest and California. Today, these innovative and profitable ventures are appearing or are planned in almost every state where legislation allows on-premises brewing and retailing.

of beer. As Bill Owens, owner of Buffalo Bill's Brew Pub in Hayward, California, observes, "Americans consume 2.5 gallons of wine each year and 24 gallons of beer. What does that tell you? The future is not in wine, it's in beer."

While admitting that at this early point it is impossible to know "what beer will become in America," Owens, one of the outspoken leaders of the American brewpub movement, echoes the sentiments of many brewers when he asserts that pubbrewed beer fits in well with contemporary lifestyles and tastes. "People are interested in new tastes that aren't in a supermarket," he says. "They want beer that is brewed locally with the water and the character of the region."

Legislation has served as a brake

One of the greatest hindrances to the spread of brewpubs has been the number of states that do not allow beer to be produced, sold and consumed in one location. Brewpubs currently are legal in 24 states, but legalization efforts are underway in six other states, with two more states expected to pass favorable legislation by the end of the year.

In addition, state laws regarding brewpubs vary greatly. In Washington, for example, each brewing company is limited to one brewpub, and Oregon law permits three brewpubs per brewing permit. Other laws in some states restrict the amount of beer brewpubs can sell off premises in bottles and kegs.

At least one brewer, Bert Grant of the Yakima Brewing and Malting Company in Yakima, Washington, believes that national legislation limiting the number of brewpubs per company might be, in the long run, an aid to pubbrewers. "It would prohibit the big companies from coming in and taking over," he says, "like they did with the breweries."

High profitability

Although it is true that a desire to brew distinctive, high-quality beers is a powerful motivation for operators, today's pubbrewer does not have to sacrifice money for love. With markups as high as 400 percent on beers brewed in-house, efficiently run brewpubs can be highly profitable.

"There's an incredible markup on the product because you're cutting out all the middlemen," says Bill Owens, who publishes a magazine, *American Brewer*, and also has released a comprehensive manual on how to build and operate a brewpub. (The manual sells for $2,500.) Owens estimates that at his brewpub, one gallon of beer, at $1.50 per glass, retails for $17.50, with material costs to brew that gallon at only 61 cents. "That figure," he says, "represents 3.5 percent of the retail value and leaves 96.5 percent of the sales dollar to cover fixed and variable expenses."

Beer is the raison d'etre

Nonetheless, the attraction of the brewpubs lies in the opportunity to produce full-bodied, unique regional beers. Although some pubbrewers sell only one or two in-house beers, many others rotate the production of a variety of beers, keeping four or more on tap at once. In addition, other draft and bottled beers, wine and liquor are often available. The Buffalo Brewpub in Williamsville, New York (200 seats), for example, usually has on tap its own amber ale, oatmeal stout, red ale and "roo brew," a house version of an Australian stout. The beer menu also includes eight other draft beers and more than a dozen bottled beers.

Perhaps one of the most charming and distinctive aspects of the brewpubs, however, is the brewers' ability to experiment with special beers. Because they brew in relatively small batches that can be turned around in a matter of weeks or even days, many pubbrewers supplement their usual production schedule with seasonal beers for Oktoberfest, Christmas and Halloween, as well as dark bock beers and Weiss beers (made with wheat).

Other brewers experiment with original or unusual ingredients, in an attempt to offer a unique product to the public. At Hillsdale Brewpub in Portland, Oregon, up to 30 different kinds of fruit are used in some of the lighter ales. The popular "Ruby Tuesday" is brewed with raspberries, and other styles use blueberries, Ollala berries and marion berries. "The fruit gives these beers a light, refreshing taste," says brewer Mike Burns, who observes that Hillsdale can afford to experiment with its beers because it brews in 125-gallon batches, much smaller than the 300-gallon tankfuls favored by most brewpubs.

Strictly defined, a "brewpub" is a foodservice operation whose on-premises brewery serves only the pub. By that definition, the world's largest will be the Rotterdam in Toronto, Ontario, with an annual 4,000-barrel dedicated brewing capacity. Brewmaster Gordon Fuller surveys his beer tanks from the soon-to-be-opened pub.

Although the Belgians have used fruit in their beer for centuries, some of Hillsdale's experiments are original. Its Mars Ale, for example, was created when one of the managers tossed a Mars candy bar into the beer during the boiling process. "Of course you couldn't really taste it," says Burns. "But it sure got a lot of attention."

Diversity of themes

As brewpubs have grown in number and expanded eastward, their concepts have diversified. Although many of the older brewpubs have a simple decor similar to that of a British pub, several of the newer pubbreweries reflect an increased emphasis on design and theme. The Weeping Radish Restaurant and Brewery (150 seats) in Manteo, California, for example, reflects the ambience of a German country inn, with handmade booths and imported fabrics and decorative items.

Chicago's Tap & Growler (120 seats), which opened in November 1987, has an elegantly appointed Depression-era look. The restaurant, housed in a 125-year-old building in Chicago's Greektown, features mahogany and other dark woods, a revolving door, a scrap-marble floor, an exposed cooking line and industrial glass windows.

Even the industrial chic motif has arrived on the brewpub scene in Los Angeles, created by co-owner Peter Wormser at The City of Angels Brewing Company (110 seats). The restaurant's interior juxtaposes warehouse materials, such as rough steel beams and unfinished brick walls, with architectural elements that have been painted in striking ochres, yellows and greens. The brewery wall is graced by a striking 60-foot bar that has been sheathed in riveted boiler-plate steel, then topped with a red-toned, textured concrete into which found glass objects have been embedded.

Beer foods

Like the decor, the menus at brewpubs have become more sophisticated as the operations have grown in number. The simple menus at many of the country's first brewpubs were, understandably, an afterthought. The hearty pubfare, such as "bangers" (sausages), sandwiches, soups and ploughman's lunches, was designed to satisfy not only hunger, but also legal obligations on percentages of volume attributed to food sales.

Foods designed to complement beer still dominate the menus at most of the newer brewpubs, but generally the cuisine is more sophisticated. The menu at Chicago's Tap & Growler, which accounts for 65 percent of the operation's volume, is filled with homemade items that range in price from $3.95 to $11.95. Offerings include a different soup each day, such as Portuguese kale or Wisconsin cheddar and beer, meat and seafood pies, braised veal, grilled fresh fish and fresh-baked bread. "We take a completely fresh outlook with both our beer and our food," says general manager Jim August. "Freshness is a very important aspect of our operation."

Similarly, at the Blue Ridge Brewing Company in Charlottesville, Virginia (115 seats), the eclectic menu ranges from gourmet pizzas and pastas to grilled fish, filet mignon and Caribbean marinated dishes. "We place an equal emphasis on the beer and the food," says co-owner Paul Summers, who breaks down his sales at 55 percent food, 25 to 30 percent beer brewed on premises and the rest bottled beer and liquor.

The menu at City of Angels, which was created by Mary Sue Milliken and Susan Feniger of Los Angeles's City Grill and Border Cafe, includes "nouvelle beerfood," such as beer-battered crayfish with honey-mustard dipping sauce, pig-in-a-blanket stuffed with champagne sausage, and beer-steamed clams with bacon, garlic and tomatoes.

Building product recognition

To encourage return visits, some pubbrewers have initiated continuity programs. The Buffalo Brewpub's "mug club," for example, is open to regulars who have consumed 20 pints of the brewpub's beer. Once in the club, members have their names engraved on a handled mug that is kept behind the bar when not in use. The members also are entitled to reduced prices for in-house brews during happy hours, and they are put on the mailing list for special events, such as tastings, unveilings and the summer "mug outing."

At Chicago's Tap & Growler, owner Jerome Eastman also uses mugs as marketing devices. Eastman created a logo for each of the pub's six beers (only four of which are usually available at one time). Each style of beer is served in a special glass with the corresponding logo.

Adding onto existing restaurants

As the number of states permitting brewpubs continues to climb, perhaps one of the most pervasive trends will be the addition of brewing facilities to existing restaurants. Several brewers, such as Bennewitz of the Weeping Radish, think these add-ons are feasible for restaurants with as little as 1,200 feet to spare.

Brewmaster Mark Witty of Manhattan Brewing Company in New York City says that quite a few brewing operations are added to existing restaurants in England. He believes that adding the brewery once the restaurant is established could be an advantage.

The future of pubbrewing

Although it is clear that the American brewpub revolution is still in its infancy, many operators already foresee a day when the novelty of quality beers brewed on the premises will not be enough to carry a restaurant. "Right now, no matter what, you can't miss with a brewpub," says Bennewitz. "But in 10 years, this will change drastically."

At Milwaukee's Water Street Brewery (225 seats), which has been open only since November 1987, brewmaster John Dallman has already seen some of the difficulties associated with the management of an operation that combines two distinct industries. In the future, he says, "There will be a lot of growth, but some people will fail because they'll place too much emphasis on the brewery. People come in to try the beer, but you have to deliver on food, cleanliness and service if you want to get the repeat business."

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RUSHING THE GROWLER

Return of the Corner Brewpub

by Marty Westerman

Loosely defined, a "brewpub" is any foodservice operation on the premises of, or adjacent to, a brewery, where the brewery's beer is sold on tap. By that less restrictive definition, a brewery is allowed to package its beer for sale through wholesalers. The world's largest brewpub by this standard is the 400-seat Sieben's in Chicago. It brews 5,000 barrels of beer each year.

Taverns that brew their own beer are making a North American comeback. More than 60 have been built and opened in the United States and Canada since 1983, and another dozen are to open by fall.

Legislatures across the nation are scrambling to keep up with the brewpub trend. In just this past year, five states approved liquor-law changes that will allow brewpubs to do business within their borders. In March this year, the U.S. Bureau of Alcohol, Tobacco and Firearms (BATF) proposed federal rule changes that would broaden the U.S. alcoholic beverage tax structure to include brewpubs.

In the *Federal Register*, BATF proposed that brewers be allowed "to establish a tavern on brewery premises, and utilize portable packages or dispense beer through pipelines."

Under the proposed rules, the brewpub operator would be required to submit a brewer's notice to the BATF regional director, setting forth: the boundaries of the tavern and the security measures used to segregate public areas from nonpublic areas, the method to be used for measuring beer for tax purposes, the identification of all tanks that will periodically contain tax-determined beer, and the planned method to determine the tax.

This is an ironic turn of events, since government-sponsored Prohibition killed America's first generation of brewpubs almost 60 years ago. Aside from the temperance issue, the government sought to break the brewers' monopolies on wholesaling, distribution and retailing, which resulted in severe trade restraints.

Today, brewers are safely locked into two, three and four-tier distribution structures, and a few national companies control almost 90 percent of the market. Legislators see the brewpub giving small-scale brewers another opportunity to compete in the on-premises trade—by opening their own restaurants.

The opportunity is tightly controlled. Most new state statutes limit the brewers' output to a few thousand barrels and restrict their retailing license to a single outlet on or adjacent to the brewery. Nonetheless, brewpubs are setting a trend because fresh beer generates dramatic public interest in the restaurant property. And according to Alan Calford, president of Continental Breweries in Toronto, Ontario, Canada, which has installed more than two dozen microbreweries and brewpubs in North America, "On-site microbreweries have boosted our customers' sales between 20 and 35 percent." He notes that brewpubs are not a new business, but the return of a classic that appeals to the current interest in fresh, locally produced products.

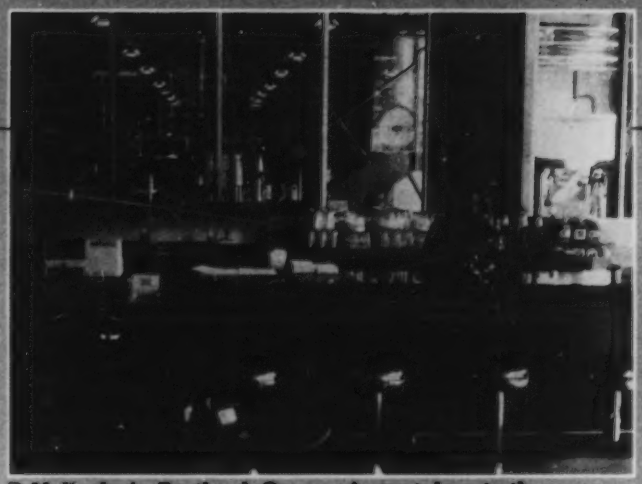
Before Prohibition, thousands of "corner taps" dotted the American landscape, and people routinely "rushed the growler"—dropped by the tav with an empty jar they could

Marty Westerman is a designer, producer and writer in Seattle, Washington.

A state-by-state look at brewpub laws

Here is a state-by-state list of where brewpubs are legal. If brewpubs are not legal in your state, contact the state liquor control board for details. In the past year, five states changed their liquor laws to allow for brewpub businesses. Even as ***Restaurants USA*** goes to press, bills aimed at achieving similar results are being introduced in other state legislatures.

Alabama—*Not legal.* Three-tier system currently prohibits brewpubs.
Alaska—*Not legal.* It is currently illegal for a brewer to have any interest in retailing.
Arkansas—*Not legal.* Three-tier system currently prohibits brewpubs.
Arizona—*Legal.* Brewpub must hold both brewer's and retail licenses, and food sales must comprise at least 40 percent of total sales.
California—*Legal.* Brewer can hold wholesale and retail licenses and must sell wine and beer at brewpub.
Colorado—*Legal.* Brewer can hold wholesale license and sell to licensed retailers and consumers.
Connecticut—*Not legal.* Brewers can hold wholesale license, but currently not retail license.
Delaware—*Not legal.* Three-tier system currently prohibits brewpubs.
District of Columbia—*Not legal.* Three-tier system currently prohibits brewpubs.
Florida—*Legal.* Law allows only retailers to obtain brewpub licenses. All brewed beer must be sold as draught, on the premises, for on-premises consumption only. None can be bottled or canned.
Georgia—*Not legal.* Three-tier system currently prohibits brewpubs.
Hawaii—*Legal.* Although state law prohibits pubbreweries, individual counties can permit a licensed brewer to dispense product on the premises.
Idaho—*Legal.* Brewpub must limit production to 30,000 bbl/year.
Illinois—*Legal.* Beer produced must be sold on the premises.
Indiana—*Legal.* Beer produced must be sold on the premises. No production limit.
Iowa—*Legal.* Brewpub must be located on brewery premises, but it can sell for consumption on and off-site.
Kansas—*Legal.* Brewpub can sell for consumption on and off premises. There is a production ceiling of 5,000 bbl/yr. Beer must be made with at least 50 percent Kansas-grown grain unless waiver is issued.
Kentucky—*Legal.* Brewpub must be located in a "wet" territory. There is a production limit of 12,500 bbl/yr.
Louisiana—*Not legal.* Two-tier system currently allows brewers to wholesale, but not to sell retail.
Maine—*Legal.* Brewer can offer on-premises sampling, and brewpub can be located at remote location.
Maryland—*Not legal.* Three-tier system currently prohibits brewpubs.
Massachusetts—*Legal.* Farm brewery license may be obtained by cereal-grain growers for purpose of brewing. License allows wholesaling and retailing on brewery premises.
Michigan—*Not legal.* Brewer's license currently allows wholesaling and free sampling in brewery hospitality room, but not retailing.
Minnesota—*Legal.* Brewpub must sell only draft beer for on-premises consumption. No wholesaling or sale of beer for off-premises consumption. The production limit is 2,000 bbl/yr.
Mississippi—*Not legal.* Three-tier system currently prohibits brewpubs.
Missouri—*Not legal.* Three-tier system currently prohibits brewpubs.
Montana—*Legal.* Small-scale brewer may hold a retail license.



P. Mollocks in Portland, Oregon, is next door to the Widmer Brewery

Nebraska—*Legal.* Brewpub license available to cereal-grain growers who use the grains for brewing purposes, at a ratio of three parts in-state grain to one part out-of-state grain. Production limit of 50,000 gal/yr.
Nevada—*Not legal.* Currently, brewer cannot wholesale or retail, and no retailer can be involved in manufacture of alcoholic beverages.
New Hampshire—*Not legal.* Currently, brewer can sell wholesale, but not retail.
New Jersey—*Not legal.* Currently, brewer can sell wholesale but not retail.
New York—*Legal.* Brewer can obtain a brewer's retail license.
North Carolina—*Legal.* Brewer may wholesale and retail.
North Dakota—*Not legal.* Three-tier system currently prohibits brewpubs.
Ohio—*Legal.* Brewer can wholesale and retail. Brewpub must be located on or adjacent to brewery premises.
Oklahoma—*Not legal.* Currently, brewer can sell wholesale, but not retail.
Oregon—*Legal.* Brewery/public-house license allows brewers to sell to wholesalers and consumers, both on and off brewery premises. Brewery production limited to 10,000 bbl/year. Draft beer can also be sold in a container provided by the consumer for off-premises consumption.
Pennsylvania—*Legal.* Pubs can sell *only* beer brewed on premises, but no other brands or types of alcoholic beverage. Brewpub may distribute to other liquor licensees or wholesalers for off-premises consumption.
Rhode Island—*Not legal.* Brewers must currently sell to state wholesalers.
South Carolina—*Not legal.* Three-tier system currently prohibits brewpubs.
South Dakota—*Not legal.* Brewers prohibited from having any connection to retail sales.
Tennessee—*Not legal.* Interlocking web of laws prohibits brewpubs.
Texas—*Not legal.* Currently, both brewers and wholesalers are prohibited from holding retail licenses.
Utah—*Not legal.* Two-tier system allows brewers to distribute free samples on the premises, but not to hold retail license.
Vermont—*Not legal.* Two-tier system currently prohibits brewers and wholesalers from holding retail licenses.
Virginia—*Legal.* Brewpub must be on or adjacent to brewery premises and must offer full food service.
Washington—*Legal.* Brewer may wholesale, but can retail only beer of its own production.
West Virginia—*Not legal.* Brewer can currently sell wholesale but not retail.
Wisconsin—*Legal.* Brewer can hold Class B license to retail on the brewery premises, for on-premises consumption only.
Wyoming—*Not legal.* Two-tier system allows brewers to sell wholesale but not retail. ❑

fill with local brew to carry home and drink.

In the period since Prohibition, the brewing industry consolidated and its variety of products decreased. Now, America's tastes are broadening again, and the means of making good beer is available to anyone.

"Just think—people in a small town drinking their own locally produced beer. That's something people can take pride in," smiles Jeff Mandel, administrator for the Association of Microbrewers in Boulder, Colorado.

That is the selling point for brewpub restaurants—a beer that can be recognized as characteristic of a particular pub or neighborhood.

"The idea isn't to make beer cheaper than people can get it at the store," explains Mark Cruden, co-owner/manager of Tracks brewpub and Houston's Restaurant in Brampton, Ontario. "It's to get them talking about your restaurant, to get their curiosity up."

"The brewpub concept creates excitement in the restaurant," Cruden adds. "Whenever we overhear restaurant patrons talking about our beer, we invite them next door to Tracks to see our copper brewing tanks and show them how the beer they are drinking is produced right here.

"The shiny copper tanks have eye appeal. We've had people across the street spot them through our windows and come in to look. We get calls from people who say, 'Reservations for four . . . and by the way, is your home brew ready?' People poke their heads in the door and ask the same thing."

Cruden and his partner decided to invest the $100,000 for a brewery last year, after suffering a prolonged downturn in business. Although he projected a five-year payout period, Cruden is already seeing results. For first quarter 1988, with the microbrewery added to Tracks, business is up almost 10 percent over the same period last year.

Brewpub patrons have import beer demographics

Today's brewpub patron is a typical imported beer drinker—upscale, aged 25 to 40, ready to explore new tastes. "Micros make a larger stir than their size would indicate because of their novelty and the attention the media has given them," explains Dan Carey, project manager for Portland, Oregon-based JV Northwest, Inc., a brewery equipment manufacturer. JV has built and installed 30 microbreweries and brewpubs across the United States.

"The micros and brewpubs produce a variety of interesting beers that major breweries don't offer," Carey continues, but they do cost more. "Microbeers are luxury items, and their case prices are double those of conventional beers, so their per-unit value is out of proportion to regular beer numbers. Micros also have the David-and-Goliath factor going for them. You know, America loves the little guys."

Calford believes that "Mr. Boeing's mixmaster in the sky" started the general interest in "upscaled" foods and beverages. The airplanes took our natives away to other lands and brought them back with broader tastes.

Carey agrees that imported beers whetted America's appetite for novel malt beverages and adds that home brewing made freshness a factor. Most imports are at least three weeks old by the time Americans drink them. It has taken that long to ship them from the brewery, then warehouse and stock them at U.S. retail outlets. Their bloom of freshness is off.

Enter the neighborhood brewpub, says Carey. "For anyone who enjoys good beer, the stuff that's brewed next door is a dream come true."

No battles for warehouses, distributors or shelf space

Whatever shakeout occurs in brewpub brands will result from the success or failure of the pubs themselves. Most state laws mandate in-house brews to be served on draft inside the pubs, and prohibit them from being packaged for off-premises consumption.

The basic pub brewing system consists of piping, a pump and three tanks—one for wort, one for fermentation and one for holding.

In this minifactory, beer can be brewed via two methods—full-grain or extract. The choice between the two methods should be based on economics, as there is no discernible taste difference between grain-brewed and extract-brewed beer.

If the brewpub will be producing 500 or fewer barrels per year, extract brewing is more economical. Extract brewing is the quicker of the two methods because the pub owner simply buys the prepared liquid, which is analogous to grape juice for making wine, and proceeds to brew. Although extract typically costs 75 cents a pound, versus about 25 cents a pound for grain, the extract recipe doesn't require the services of a full-time brewmaster. It is a more mechanical process which can be set in motion and periodically checked by a part-time brewmaster. The full-time-brewmaster-and-grain route becomes economical above 500 barrels.

The extract system is also more compact, an important point if floor space is a concern. Continental Breweries' 470-barrel-per-year-capacity extract system fits into a 270-square-foot area; its 1,000-barrel system fits into a 425-square-foot area. Minimum investment on the 470-barrel system is $75,000. A full-grain, 1,000-barrel-per-year-capacity system from JV Northwest takes up 500 square feet, and runs about $89,000.

Profit margin projections are very attractive. Carey and Calford reckon a $40-per-barrel production cost, and a per-barrel retail price of $400 to $500 if the beer is sold by the glass or pint. Carey projects that a pub using a full-grain JV system will break even at 500 barrels sold. Calford projects that a pub using a Continental extract system will break even at 400 barrels. Despite the potential profit in pub brewing, Calford and Carey caution against jumping into a brewpub without first asking these questions:

(1) Does your state or province allow brewers to retail their beer?

(2) Can you afford the $75,000 to $200,000 minimum system price tag, and the additional capital for real estate, equipment, renovations and operating cash for the first, generally losing, year in business?

(3) Is imported beer popular in your region? and

(4) Will your location and traffic pattern generate enough business to earn back your investment in a reasonable time period? ❑

Grocery Stores Are Gaining in the Battle for Takeout

It's time to keep an eye on what supermarkets are doing. Grocery stores are winning more takeout customers—and some of those customers are coming from restaurants. Because consumers feel that grocery takeout food is superior to restaurant takeout in terms of health, nutrition, freshness and price value, operators may want to combat this perception by emphasizing the beneficial aspects of their foods—especially taste and images of fun.

According to National Restaurant Association research, commercial foodservice sales at grocery stores* (which include some convenience stores) more than doubled from slightly over $1 billion in 1981 to nearly $2.5 billion in 1985. Annual growth ranged from 21 to 26 percent. As a result, the grocery store market share of all commercial foodservice sales reached 1.6 percent in 1985.

That figure is increasing. More people are purchasing takeout items at grocery stores than ever before, according to CREST** data. Traffic counts for foodservice purchases at grocery stores zoomed upward by 95 percent from 1986 to 1987.

Stealing quickservice restaurant customers

According to CREST, one-third of the growth in consumer traffic involving foodservice purchases at grocery stores between 1985 and 1986 was directly attributable to consumers switching from restaurants to grocery stores. The remainder of the growth

According to the U.S. Department of Commerce, grocery stores are defined as establishments selling primarily (1) a wide variety of canned or frozen foods such as vegetables, fruits and soups; (2) packaged or bulk dry groceries, such as tea, coffee, cocoa, dried fruits, spices, sugar, flour and crackers and (3) other processed foods and nonedible grocery items. These establishments often also sell smoked and prepared meats, fresh fish and poultry, fresh vegetables and fruits, and fresh or frozen meats. Establishments commonly known as supermarkets, food stores and delicatessens are included if receipts from sales of groceries and food items for off-premises preparation and consumption are 50 percent or more of total sales. This differs from the Food Marketing Institute which defines supermarkets as grocery stores with at least $2 million in annual sales volume.

***CREST stands for Consumer Reports on Eating Share Trends, a diary survey conducted by one of the NPD marketing and research companies.*

Most frequently purchased take-out foods at grocery stores

Soft drinks and sandwiches top the list of grocery takeout foods

	Percent of eater occasions
Soft drinks	29%
Total sandwiches	26
Donuts/sweet rolls	14
Chicken	13
Side dish salad	9
Coffee	9
Main-dish salad	8
Hot dogs	4
Hero's/subs	4

Source: NPD CREST, *Annual Household Report 1987*

According to Don Byerly, owner of Byerly's, a trend-setting chain of eight upscale, ultra-service supermarkets operating in the Minneapolis/St. Paul area, "In the future, we'll be designing smaller meat departments, bigger delis, bigger restaurants, bigger bakeries." He adds, "From our point of view, the future is in prepared foods, lighter fare and healthier foods, too."

[illegible] of takeout food at [illegible]

Convenience and value attract customers to grocery stores

Motivator	Percent of respondents
Convenience	58%
Quality of product	34
Save an extra trip	26
Company image	14
Like the store	13
Good prices	8
Variety	8

Source: NPD CREST, *Annual Household Report 1987*

[illegible] share of grocery [illegible]

Between 1981 and 1985, grocery stores have nearly doubled their share of the commercial foodservice market

	Total grocery store commercial foodservice sales (000)	Percent annual growth	Percent share of total commercial foodservice sales
1981	$1,032,098	24.3%	0.9%
1982	1,257,180	21.8	1.0
1983	1,553,874	23.6	1.2
1984	1,954,774	25.8	1.4
1985	2,465,722	26.1	1.6

Source: National Restaurant Association

Consumer views of takeout food at restaurants and supermarkets*

Supermarket takeout food is perceived to be fresher, better quality than restaurant takeout

Descriptions	Supermarket takeout food	Restaurant takeout food
Fresh**	62%	53%
High quality**	57	39
Good value for the money**	56	30
Healthful**	53	25
Nutritious**	51	26
Know what goes in it**	49	16
Balanced meal**	46	28
Tasty	49	75
Children like it	24	69
Special treat	28	68
Expensive	35	67
Fun to eat	24	67
Fattening	20	62
Adults like it	40	58
Interesting food	37	57
Too greasy	14	57

Source: Food Marketing Institute

**A supermarket is defined as a grocery store with over $2 million in annual sales.*
***Descriptions apply more to supermarket takeout food; balance applies more to restaurant takeout food.*

was due to overall growth in the off-premises market.

Grocery stores have expanded their customer base by attracting consumers away from quickservice restaurants. The CREST study shows that nearly 60 percent of the consumer switch to grocery stores between 1985 and 1986 came from quickservice restaurants. Thirty-two percent of the shift came from quickservice hamburger establishments.

Cafeteria, pizza and other sandwich restaurants also lost customers to grocery stores. Seven percent of the traffic shift to grocery stores came from cafeterias, with pizza restaurants suffering an identical loss.

Grocery stores: popular among busy consumers

Both CREST and National Restaurant Association research show that grocery store takeout food has gained a following among time-conscious individuals who are frequent purchasers of takeout food.

A CREST study investigated what motivates consumers to purchase foodservice items at grocery stores. Convenience was named the number one reason and product quality was cited second. "Save an extra trip" was mentioned by one out of every four respondents.

While fast food has remained a takeout staple for the busy consumer, grocery store takeout has gained in approval. The 1986 National Restaurant Association study *The Takeout Market* examined the purchasing patterns of frequent and infrequent users of takeout food. Among those who purchased takeout in 1985, 29 percent responded that they purchased takeout food at grocery stores more than twice a month. Among frequent buyers of takeout food (those who purchase takeout food twice a month or more), fast food restaurants were the first choice for takeout purchases, with grocery stores second. Fifty-eight percent said they buy takeout food at fast food restaurants more than twice a month.

Grocery stores have yet to reach their takeout potential, however. Thirty-four percent of survey respondents said they never purchased takeout food at grocery stores, whereas only 5 percent never bought takeout

Competition is in the freezer case, too

Grocery stores are not only competing with delis, hot takeout and on-site bakeries. There is plenty of competition in the freezer case as well.

With U.S. microwave ownership currently at 66 percent and projected to be over 80 percent by 1990, the race for the customer's food dollar is in the freezer case as well.

In the two-year period between 1984 and 1986, for example, frozen food manufacturers introduced 988 new products. After that explosion, growth slowed, because freezer space usually cannot be added to a store until it is renovated. The rule seems to be that for every new item that comes in, another item is forced out. For instance, dinners gained freezer space in 1986, but vegetables, dessert pies, bread and poultry all lost footage.

The frozen-entree-and-dinner market is highly segmented, and not all segments are equally successful. For example, according to the *Wall Street Journal* in 1987, "The premium end of the frozen 'main meals' market—that is, frozen entree and dinner items priced at $3 and above—has registered unit sales declines of 10 to 30 percent." Some of the drop was due to the withdrawal of some unsuccessful product lines, such as Campbell's L'Orient line of Szechuan meals and General Foods' Fresh Creations dinner—meals contained in their pouches, each with a different cooking time.

Top performers

The best performances seem to be budget-priced entrees, calorie-controlled entrees and ethnic selections.

For example, in addition to an original line of 10 300-calories-or-less Lean Cuisine items, Stouffer's now offers 28 Lean Cuisine entrees all packaged to suit the microwave. The Budget Gourmet line of entrees, dinners, slim-line entrees and recently introduced side dishes—all under $2—typifies what has been happening in the cost-controlled sector. Sales for the company doubled in 1986.

"We saw a niche in the market," says Steve Diamond, vice president of marketing at All American Gourmet Company, manufacturer of the Budget Gourmet in Orange, California. "We thought people wanted excellent-tasting food at a reasonable price. The prices that frozen entrees were reaching were unreasonable and out of character for frozens. They were more like fast food or family-style restaurant prices."

According to Diamond, All American Gourmet managed to keep its prices down through a low-overhead operation and by using state-of-the-art paperboard packaging. "We saved 30 percent in packaging costs alone, and we put the savings into the ingredients to emphasize taste," says Diamond.

Italian frozens are hot

As with restaurants, the search for variety has spawned new lines of ethnic frozen products. Italian frozens are by far the category leader. "Since 1983, Italian single-dish sales have grown 72 percent and are expected to reach over $1.5 billion by 1995," notes Mark Hannay, marketing manager for Stouffer's Entrees and Side Dishes.

As in restaurant sales, pizza leads the category. Overall, frozen pizza sales in 1986 totaled $850.4 million. At the same time, pizza is changing as manufacturers streamline products for microwave use. Pillsbury's three pizza companies—Totino's, Pillsbury Microwave and Jeno's—dominate the pizza market with a 55.2 percent share of the business. In 1987, Totino's introduced Totino's party pizza called Temptin' Toppings, a high-quality pizza with more weight and real pieces of meat; Totino's microwave family-size pizza; and Totino's pan pizza in a domed plastic container. Totino's based the pan-pizza introduction on statistics about restaurant pizza habits.

Stouffer's capitalized on the popularity of Italian foods by introducing a new tortellini line in 1987, which it reports is doing very well. The line includes five tortellini entrees. According to Gerald DeCroce, Stouffer's vice president of marketing, "Today 11 of our current top 20 entrees are made with our homemade pasta."

Mexican offerings are also selling. In 1986, consumers purchased 28 percent more Mexican-style frozen entrees and dinners than in 1985. Pet Foods, owners of the Old El Paso line of Mexican products, aggressively added Old El Paso frozens, which are leading sales in the category.

GOYA Foods is another force in the Mexican frozen segment. GOYA carries a line of 800 items, among them a 42-product line of frozen foods. Although the GOYA frozen food line is only five years old, it is the fastest-growing segment of the GOYA business. In the past, GOYA targeted the Hispanic market; but in the last five years it has aggressively begun to target the mass market.

The recent craze for New Orleans Cajun products is developing a whole new ethnic department in supermarkets. Pet bought a Louisiana company, Cajun Foods frozen line. The line includes complete dinners—boil-in-bag or microwaveable—which include packets of Louisiana rice and topping. There is crawfish bisque with rice, crawfish etouffe with rice, shrimp etouffe with rice, shrimp creole with rice, shrimp gumbo with rice, shrimp jambalaya with rice, and a stuffed crab.

Rather than market a separate Cajun line, some companies are incorporating Cajun offerings into their existing lines. Campbell's Mrs. Paul's frozen fish added a nine-item light seafood entree line which includes a Cajun-style shrimp. "These items are very upscale, restaurant-style," says Winder.

Not for dinner only

Although the frozen dinner category is the fastest growing frozen food segment, breakfast and lunch items are worth watching, too. "People are eating breakfast," says Peg Ransom, manager of consumer and public relations for Kitchens of Sara Lee in Deerfield, Illinois. "They've heard it's good for you and smart in terms of losing weight. They don't seem to be discriminating in terms of what they eat, as long as it's fast."

Sara Lee offered its plain croissant as early as 1982, and followed it with bagels in 1985, when the breakfast market began to take off. In 1986, the company added a line of Hearty Fruit Muffins. The package of four retails for approximately $1.79 in a variety of flavors, including blueberry, banana nut bran, oatmeal and fruit, apple cinnamon and raisin bran.

Campbell's Swanson Great Starts breakfasts include five breakfast sandwiches and nine breakfast entrees. Shoppers can choose from scrambled eggs with bacon and home fries, pancakes with blueberries, or cinnamon swirl French toast, or they can opt for a steak-egg-and-cheese on muffin.

Lunch may well be the next area targeted for growth. Campbell Soup Company is test-marketing a soup-and-sandwich frozen entree. Some of the selections include tomato soup and grilled cheese sandwich, cream of broccoli soup with ham and cheese croissant, and chili and hot dog.

According to estimates by *Food and Beverage Marketing* (April 1986), 43 million servings of food and beverages are going into microwave ovens annually. And 53 percent of all premium frozen dinners and entrees purchased last year were intended for microwave preparation.

Frozens are worth watching

As the number of microwave ovens increases, the demand for meals that can be quickly heated will also grow. Restaurateurs will have to position their takeout products not only against hot foods available in supermarkets but also against items offered in the freezer case. Because the frozen food segment is volatile, this category is worth watching as the competition for the takeout dollar heats up.

—Kathy Boyle

at fast food restaurants. Also, for most grocery stores, takeout food represents only a small portion of their total business and marketing orientation, while for many fast food restaurants, almost half of total sales consists of takeout food. As grocery stores make physical improvements to quicken takeout service and increase their promotional emphasis on takeout food, their share of the takeout market is likely to increase.

Shaping consumer perceptions

Many consumers perceive grocery store takeout food as being different from restaurant takeout. In the 1987 study, *Shopping A La Carte,* the Food Marketing Institute examined both positive and negative consumer perceptions about both types of takeout food. Consumers viewed takeout food at supermarkets as healthful, fresh, nutritious, high quality and a good value for the price. But they saw restaurant takeout food as tastier, more fun to eat and more interesting. On the other hand, survey respondents perceived that supermarket takeout food was less interesting and less fun to eat, as well as less appealing to children. Restaurant takeout food was also perceived as being greasier, more fattening and more expensive.

When asked if they knew what went into takeout food, half of the respondents felt they knew what ingredients went into supermarket takeout food, but only 16 percent felt they knew what made up restaurant takeout food.

Who patronizes grocery stores?

According to National Restaurant Association research, consumers with an above-average interest in purchasing takeout food from grocery stores tend to be members of the following demographic groups:

- □ two-member households
- □ households with income under $15,000
- □ households whose head is over 55 years old
- □ households in the South and
- □ females.

In addition, grocery stores appear to be gaining a following among older consumers without children.

The average grocery store takeout customer differs somewhat in profile from that of the average takeout consumer. According to National Restaurant Association research, members of the following groups tend to be frequent takeout buyers:

- □ 18 to 34-year-olds
- □ singles
- □ households in the South
- □ households with incomes between $20,000 and $50,000 and
- □ females.

Where are consumers eating?

More customers are eating grocery store takeout food at home. In 1986, 80 percent of consumers who purchased takeout food at grocery stores ate it off-premises, compared with 72 percent in 1985. Between 1985 and 1986, the percentage of customers eating grocery takeout food at home grew from 16 percent to 28 percent. This trend may be attributable to several causes. For instance, some grocery stores have installed special services, including separate check-out counters for takeout, in order to facilitate the needs of customers in a hurry. This faster service, coupled with fewer on-premises eating facilities, encourages the customer to eat more meals off the premises.

Consumers also eat grocery takeout food at work or on the go. In 1986, 16 percent ate their orders in the car and 24 percent ate their meal at work.

In addition, the growing popularity of VCRs has enticed the consumer to eat more takeout at home. Supermarkets have begun to catch on to the popularity of stay-at-home movie watching. In 1987, 33 percent offered videocassette rentals.

What foods are purchased?

Inexpensive foods are the most popular type of takeout items purchased at grocery stores. Sandwiches and soft drinks are the top items. Donuts and sweet rolls are also popular.

Chicken is the most desirable hot food item, followed by hot dogs and hamburgers. Both side and main-dish salads are high on the list of items purchased, and supermarkets have encouraged their purchase by adding salad bars to their operations. In 1983, 8 percent of all supermarkets offered salad bars. In 1987, 13 percent had salad bars. Although ice cream is well down the list of takeout items, 6 percent of supermarkets now offer full or self-service ice cream stations.

Most prepared food purchased at grocery stores is taken off premises. However, some stores do offer eating areas for on-premises consumption. According to *Progressive Grocer,* 9 percent of supermarkets in 1987 contained sit-down restaurants within the establishment.

A future challenge to restaurants?

Although restaurants continue to dominate the takeout market, grocery stores are coming on strong. Some consumers see grocery stores as viable alternatives for takeout food. In a Food Marketing Institute survey, respondents listed numerous improvements supermarkets could make to increase sales of takeout food.

Customers said they would like to see grocery stores offering more hot food, especially more hot ethnic food (Chinese, Mexican and Italian), fresh pizza and salad bars. (Already some supermarkets are responding to such requests. Raley's superstores, a regional California grocery store in Sacramento, has installed Chinese takeout stations called Hot Wok. These sell about 60 entrees, prepared on-site, out of a 12-foot, glass-enclosed steam table.)

Consumers also said they would buy more takeout food at supermarkets if the speed and ease of service were improved. Suggestions to decrease the time spent on purchasing takeout food included separate check-out counters for takeout customers, drive-thru windows, call-in service and separate entrances and exits. (One chain in New Jersey allows customers to drive up and order from a 250-deli-item menu. An operation in Atlanta, Georgia, has a self-service sushi bar as well as a self-service ice cream station.)

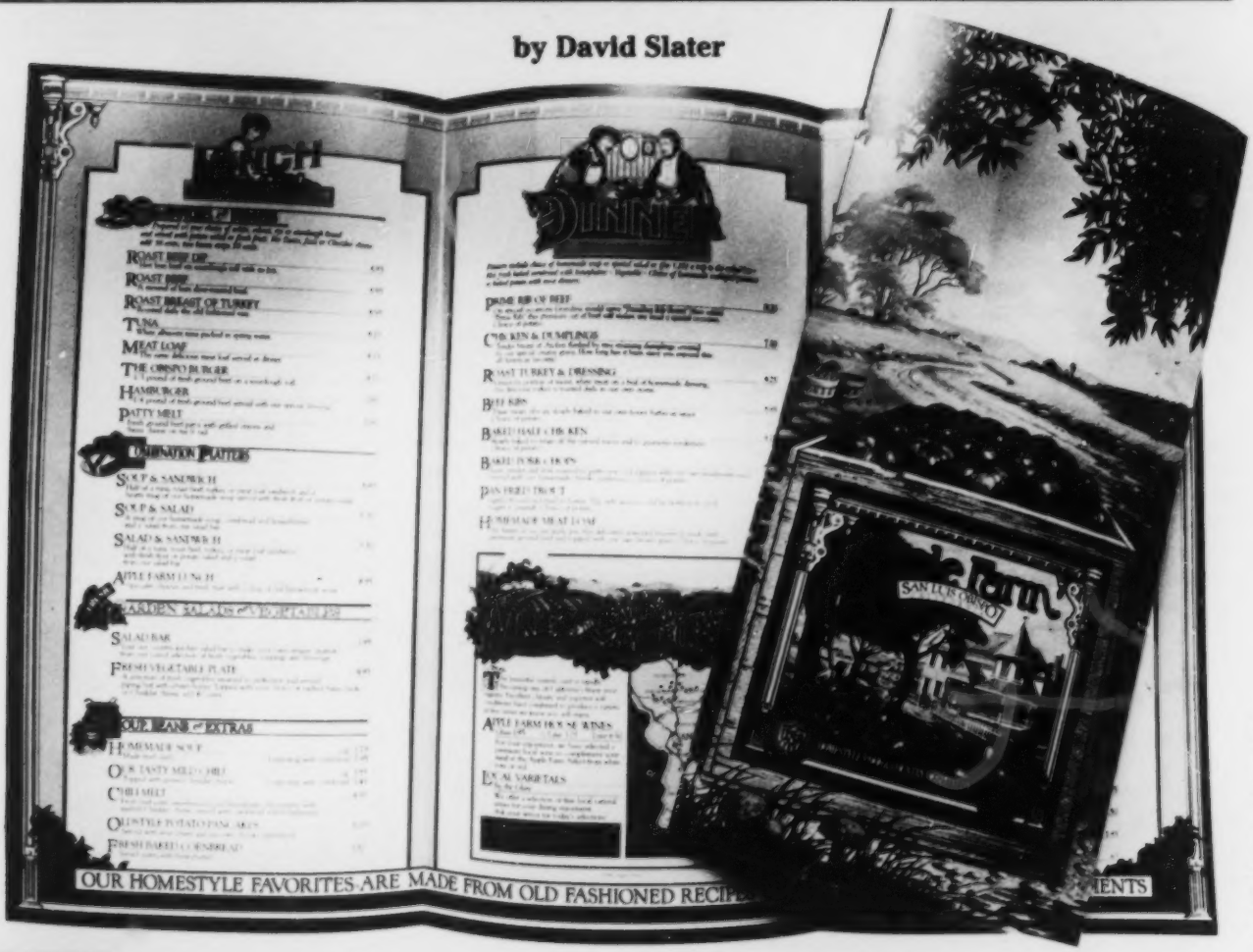
How grocery stores respond to these desires may very well help determine their future share of the takeout food dollar.

—Sebastian O'Kelly

GREAT MENU CONTEST

Back-to-Basics Menus Win Top Prizes

by David Slater



Mark Delsasso, Visus Ltd.

Apple Farm: The homey, comfortable sense of Americana conveyed by this standout menu was praised by the judges, who were impressed by the way the Grand Prize winner clearly established and followed through on a theme. "The menu portrayed a certain wholesomeness using graphics instead of pictures of food," said Younquist. "It's very attractive, yet it directs your attention to certain areas and sells what it's supposed to sell," added Gruner.

By the time the crates of entries finished pouring into the National Restaurant Association's 25th annual Great Menu Contest, it had become apparent that the contest's judges had a formidable task ahead of them. How would six individuals agree on 30 winners from a field of over 750 menus?

Not only did these judges represent a variety of foodservice backgrounds, from menu specialists to trade press editors to restaurant designers, but the variety of menus they faced was mind-boggling. There were menus of every size and shape and from the most lavishly photographed to the starkest black-and-white flyers. No two looked alike. There were rectangular menus, of course, but also menus shaped like pineapples, ice cream cones, bananas, steaks and subway tickets, and even one shaped like a record album cover that included a removable record—designed to look like a pizza. The menus were covered with vinyl, silkscreens, laminated plastics and leathers, and painted in colors that ranged from fuchsia to gold. Not all were two-dimensional. There were frisbees, buckets and bags, and one striking menu printed on shellacked wood that smelled so strongly it was put to an unprecedented "odorama test."

The entries represented a dozen countries, including a series that was touted as "the talk of Bahrain." And they were intended for all audiences, from hospital bed patients to toddlers. There were menus so small you couldn't read the offerings and menus so big Clark Kent could have changed behind them without anyone being the wiser.

In all their great variety, the menus filled more than a dozen large boxes;

David Slater, a communications specialist at the National Restaurant Association, opened every box, carton and envelope, and made sure the Great Menu Contest ran smoothly from start to finish.

Spinaker's: This innovative menu of "Hot-time summer coolers," die-cut in the shape of a refreshing drink cooler, distinguished itself by its merchandising power. "It's exciting . . . it whets your thirst and makes you think of the beach," said judge Judi Radice. "This menu's shape is unusual but it works," said Ellen Brotman. "It gets you salivating just looking at it."

and when the six judges gathered on March 24, it was clear that they were prepared for a daylong, roll-up-your-sleeves session. Out of deference to the great volume of entries, the judges eschewed pastries and pleasantries, and instead got right down to business, tearing into their menu stacks.

Those who were veterans of previous menu wars agreed that the level of entries was of a consistently higher quality than in recent years, and in many categories there were 10 to 15 worthy menus that could have won prizes. As the six judges divided into two groups to evaluate different categories of menus, the discussions often got heated, and menus had to be sent to the second group of judges several times in order to break ties.

As they lobbied for their favorite menus, the judges revealed insights into their personal evaluating formulas. While sizing up an institutional menu, for example, judge Michael Bartlett stated, "I try to picture myself in a hospital or office getting this menu." Loretta Ivany, praising the merchandising power of a sandwich menu, said, "It makes me feel like I can almost bite into the sandwich it describes." Other comments were not so kind. "I need a magnifying glass to read this print," "This color makes me sick," or "I don't get it . . . this design confuses me," were some of the criticisms that were heard.

Realizing that the menus they selected would be held up as industry trendsetters, the judges went over every detail of the menus. They read and reread item descriptions, often out loud; repeatedly opened and closed entries, holding them up and asking questions of the others in their group ("What are they trying to push? A 90-cent soft drink or a $9 entree?"); and they even argued about the basic philosophies of menu design ("What do you mean nobody reads the back cover? I always read the back cover!"). But by the time the battle-scarred battalion emerged from the room, they seemed comfortable with their choices.

During the judging, the judges had voiced frequent frustration at the menus that were conceptually strong but poorly executed. Perhaps as a result, this year's winners were primarily attractive but nonconfusing menus that were thoroughly conceived and executed, as compared to some of the more experimental and unconventional winners from past contests. At least one judge, John Gruner, tried to find an explanation for the renewed emphasis on basics. "Restaurants can't get by on decor anymore—there's more concentration on food and service as opposed to fluff," said Gruner. "Maybe this trend in restaurants is extending to menus as well."

Qualities that impressed the judges

□ **Food graphics:** The judges almost unanimously preferred menus that emphasized graphics or artwork instead of actual photographs of food. "Usually, either the food won't live up to the photos, or the photos won't do justice to the food," said judge Judi Radice, who added, "Illustrations give a menu a more personal look."

□ **Food descriptions:** Short but precise descriptions, or no descriptions at all, were favored by the judges over longer food descriptions. Noting that customers spend two minutes or less looking at a menu, judge John Gruner said, "Huge descriptions are something you just don't do anymore. You've got to get your point across fast."

□ **Versatility:** The contest judges were impressed by menus that are designed so they can easily be adapted to price or offerings changes. Covers that allow new sheets to replace older ones, or add-on sections that have been designed so that the advertised specials do not cover any regular offerings, demonstrate solid planning. "You can't assume the customer will lift the paper to see what's underneath an add-on sheet," said Judi Radice.

□ **Typography:** Time and time again, the judges stressed that readability was essential, especially in the subdued lighting favored by many restaurants. Several menus were removed from prize consideration because of small print or backgrounds that made reading difficult.

Limit Up!'s menu, a colorful comical takeoff on a detective tabloid, elicited giggles, praise and a second-place finish in the "average check under $5 per person" category.

John F's: The judges agreed that there was "an honesty" to this simple but thoroughly conceived cafe menu. "It set attainable expectations and succeeded at what they were trying to do," said Brotman. "It's easy to read and has a natural flow," said Gruner, who also praised the menu's highlighted sections that drew attention to certain selections.

□ **Sizes:** Oversized menus seldom caught the fancy of the menu contest judges. "Awkward, unwieldy menus definitely did not impress me," says judge Ellen Brotman, echoing a common sentiment.

□ **Innovation:** Menus that were too obviously trying to capitalize on new trends were frowned upon this year by the judges, who seemed to think that menus with longevity were more attractive. "Some of the menus hit me with a sense of newness that people aren't entirely comfortable with today," said judge and restaurant designer Keith Youngquist. "As designers, we're trying to mix a sense of history with newness, and I think that's what the menu judges were after, too."

The judges seemed to agree that the qualities they were looking for were exemplified in the three menus they selected as Grand Prize winners.

1988 Great Menu Contest winners

Grand Prize Winners
First Place
Apple Farm Restaurant
San Luis Obispo, CA
Second Place
Spinnaker's Restaurant
Nashville, TN
Third Place
John F's Market Cafe—Holiday Inn, Georgetown
Washington, DC

Restaurant: average check under $5 per person
First Place
Country Greens Restaurant
Ronks, PA
Second Place
Limit Up!
Chicago, IL
Third Place
Minerva's 26th Street Market
Sioux Falls, SD

Restaurant: average check $5-$15 per person
First Place
Apple Farm Restaurant
San Luis Obispo, CA
Second Place
Oak Meadows Country Club (Country Inn)
Hoffman Estates, IL
Third Place
Schelde Enterprises, Inc./The Bowery, Grand Rapids, MI

Restaurant: average check over $15 per person
First Place
China Grill
New York, NY
Second Place
Harry's Bar and American Grill, San Francisco, CA
Third Place
Ojai Valley Inn & Country Club, Ojai, CA

Institutional foodservice
First Place
Mount Carmel East Hospital
Columbus, OH
Second Place
St. John's Regional Medical Center, Oxnard, CA
Third Place
Air Canada, In-Flight Service
Dorval, Quebec, Canada

Banquet/catering
First Place
Marriott's Harbor Beach Resort, Fort Lauderdale, FL
Second Place
Hilton International Taipei
Taipei, Taiwan, Republic of China
Third Place
Hilton International Saint John, Saint John, New Brunswick, Canada

Specialty
First Place
Spinnaker's Restaurant
Nashville, TN
Second Place
Marshall Field's
Chicago, IL
Third Place
Stouffer Restaurant
Pepper Pike, OH

Greatest merchandising power
First Place
Checkers Cafe(s), Treadway Inns Corporation
Saddle Brook, NJ
Second Place
E.E. Wolensky's
Washington, DC
Third Place
Red Robin International
Irvine, CA

Most imaginative
First Place
China Grill
New York, NY
Second Place
Boston Subway Restaurant
Hopkins, MN
Third Place
The Common Plea Restaurant
Pittsburg, PA

Best design
First Place
Apple Farm Restaurant
San Luis Obispo, CA
Second Place
John F's Market Cafe—Holiday Inn, Georgetown
Washington, DC
Third Place
China Grill
New York, NY

Menu contest judges

□ Michael Bartlett, editor-in-chief, *Restaurants and Institutions*, Des Plaines, IL

□ Ellen Brotman, Ellen I. Brotman Interior Designs, Inc., Fairfax, VA

□ John Gruner, Gruner, Prussner & Lloyd Restaurant Solutions, Kentwood, MI

□ Loretta Ivany, editor, *Restaurant Management*, Cleveland, OH

□ Judi Radice, author, *Menu Design 2*, Spectrum Foods, Inc., San Francisco, CA

□ Keith Youngquist, Aumiller-Youngquist, P.C., Mount Prospect, IL

MATCHES: A STRIKING WAY TO MAKE A STATEMENT

by Claire Regan

People may be smoking less, but you would never guess it, judging by the number of matches taken from restaurants. Operators report spending thousands of dollars on matches. But because they are often considered to be a restaurant's business card—valued as keepsakes by smokers and nonsmokers alike—most restaurateurs say matches are worth the expense. "Matches are a terrific and immediate form of advertising. People take them to collect, use or pass on. Word-of-mouth referrals are one of our most effective marketing devices, and matches reinforce them," explains Michael O'Grady, general manager of Paolo's, a Washington, DC, Italian bistro. "People notice our matches, and we are sure to have them on all the tables, at the bar and anywhere people can sit," O'Grady says.

Created almost a century ago, matches are a standard giveaway in today's restaurants. At an average cost of 2 to 3 cents for a 20-stem white matchbook with one-color printing or 6 to 8 cents for a similar no-frills matchbox version, most operators can afford to buy and distribute these collectible souvenirs.

Indeed, many operators invest more money to transform an ordinary matchbook or box into a mark of identification that effectively conveys and sells the restaurant concept. What they spend depends on the variations in size, shape, texture, color, design and other special options, such as a foil-embossed cover. These extra features can increase costs 15 to 20 percent.

Size

Although standard matchbooks are usually 2 inches square, matchbooks range in size from ¾-inch wide with 10 or 12 stems to a 40-stem, 3-inch-wide book. Boxes are available in almost a dozen different sizes from the familiar 1½-inch wide by 2¼-inch long rectangular 20-stick box to an elongated, slenderized 1-inch wide by 4½-inch long variety. The depth is usually ¼-inch. Elaborate boxes resembling pouches with cinched ends or custom die-cut books are also available to iconoclasts willing to pay extra to make a statement.

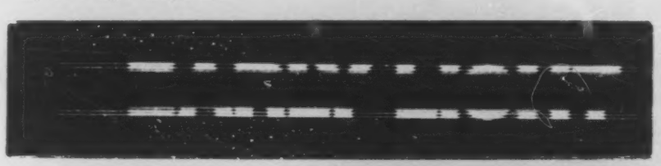
Shape

The shape of the restaurant logo is usually the primary determinant of box or book size. Otherwise, shapes and sizes are used to convey a particular image. For example, an elongated box ¾-inch wide, ¾-inch high and 2¼-inches long is used by the Levy organization (Chicago) to distinguish the private dining rooms of its upscale Italian operation Spiaggia from hotel banquet facilities. "The unusual box (three times the depth of the standard variety) is elegant and classic looking. It is just right to distinguish Spiaggia's private dining," says Levy spokesperson Carol Cohen.

Private Dining Rooms Of
SPIAGGIA

Another departure is the long slender rectangular matchbox 4½-inches long and 1-inch wide which distinguishes the Early Light Lounge at the Sheraton Washington, DC, Hotel as a cosmopolitan dance spot.

Special shapes and/or custom treatments will inflate costs of matches, but the price is dependent on the quantity ordered, explains Barbara Nackman, marketing director of Admatch Corp. (New York City). "With a match like the one we did for Early Light, we encourage clients to order a 12-month supply. We will keep them here and ship and bill as needed. Most of the expense involved comes from setting up the press, so it is cost-effective to order in bulk," Nackman advises.



Design

Even a standard-size matchbook can reflect a restaurant's concept by creative use of paper stocks, finishes and design. The red antique satin finish of Orsi restaurant (San Francisco) says classic Italian; the gold-foil-embossed logo on glossy forest green stock of L'Etoile's (St. Paul, Minnesota) matchbox conveys elegant dining; and the striking design of Palio (New York City) echoes the restaurant's use of bold graphics.

Phil Adelman, owner and president of American Diners, Inc., (Cincinnati), researched the designs of old diner matches before developing the look he wanted for his restaurant The Diner on Sycamore. Adelman says he opted for the modern horizontal illustration of a diner running from the front to back cover of his matchbook because he wanted to tell people that the restaurant is not a usual diner. Although the front of the restaurant does resemble a diner, the back courtyard dining room and large menu are contemporary. At Jackie's (Chicago), the matchbox cover replicates the front of the restaurant—awning and all.

Color

Color can be used to evoke the atmosphere of a restaurant. The coral-and-marble design of Paolo's matchbox reflects the bistro's interior where green and coral marble covers the bar and floor. A custom coral color was developed for the head of the matchsticks. "This extra touch not only reflects our design but also demonstrates care and attention to detail," claims manager Michael O'Grady.

Other restaurants have taken similar initiative, dyeing their match heads in tones to match the colors of their decor—sometimes in two colors, as in the case of Alo! Alo! (New York City) where the heads are pink and yellow. Still others have not stopped with the heads but have incorporated the stems to make their statement.

At Chinois on Main (Santa Monica, California) the bright red stems echo the Chinese lacquer red on the matchbook cover and in the logo. At Le Mondrian (West Hollywood, California) foil stems reinforce the modern design and at Arcadia (New York City) dark brown matchsticks with pink heads match the restaurant's interior, projecting a "finished look."

Match stems can make an even more direct statement as in the case of Rocky's (Columbus, Ohio) where the stems are used to advertise the restaurant's house specialty—Long Island iced tea. Purple matches (Rocky's logo color) bear white type boasting, "Voted best Long Island iced tea in Columbus." Copy confined to the two words per stem allows the phrase to be repeated twice per layer of matches or four times in all.

Standard information

Whatever the design or format, there is basic information that should appear on every match cover or box. The name, address and phone number are as crucial to restaurant matches as to a businessman's card, but where they appear depends on the design. Beyond these basics, the choices depend on the desired image.

Some operators make statements about the concept or cuisine. How else would the unfamiliar guess that an operation named Perry's (Washington, DC) specializes in sushi unless the matchbook questioned in bold red letters, "Desperately seeking sushi?"

Menu items, too, are featured on some match covers. But this concept backfired for Davanni's Pizza and Hot Hoagies (formerly Pontillo's Pizzeria), a Minneapolis-based 11-unit chain. In an effort to boost takeout business, the chain's oversized matchbook listed the choices of pizzas and hoagies. "It sounded like a good idea, but the matches got away from us. We were spending more than $20,000 a year just on matches," exclaims Bob Stupka, Davanni's controller. A switch to a pocket-size menu card proved to be a more cost-effective marketing tool.

Although additional copy on the inside cover of a matchbook increases the printing cost, Peggy Lynch, vice president and general manager of Circle Creations (Chicago), recommends using the space to advertise additional units, concepts or services, such as catering. "If people enjoy one of your restaurants, they will likely be eager to try another one of your ventures."

Barbara Nackman of Admatch observes other industry trends. "It seems as though matchboxes have become more popular as the incidence of smoking decreases. I think nonsmokers find wooden matches more functional than paper for lighting stoves and candles," she speculates. "The skinny books with 12 stems are also very popular now. It's not that they're less expensive, but they are cute, different-looking and special." ❑

Claire Regan, R.D., is manager/staff nutritionist at the National Restaurant Association.

RAISED FLOORS

A Design Remedy That Gives Customers a Lift

by Elizabeth Wallace

Restaurant designers use raised floors to solve design problems, such as breaking up a huge space or turning undesirable seating areas into sought-after tables where customers can enjoy privacy and the chance to "see and be seen."

When The New York Delicatessen was on the drawing board, designer Brad Elias of Hochheiser-Elias Design Group, Inc., in New York City, faced quite a challenge: How could he transform the cavernous, disjointed space—originally home to an automat—into a harmonious, inviting setting? Elias turned to a remedy that has cured many an unwieldy design—the raised floor. Elias softened the contrast between the 5,500-square-foot dining room on the main level and the 3,000-square-foot balcony, 20 feet above the floor by designing eight raised platforms. Each elevated section formed its own dining "island," creating an engaging, fluid atmosphere from every section of the restaurant.

Raised floors can cure other design ills as well. They can turn "undesirable" seating areas, such as near the kitchen or service counters or towards the back of the restaurant, into sought-after sections, and they can be used to separate sections of a restaurant that serve different purposes—such as the bar from the dining room—and to separate diners from busy traffic areas.

Designer Charles Morris Mount of New York City used raised floors in his design of the McDonald's at Rockefeller Center. The 160-seat restaurant's main dining area is separated from the serving counter by two steps, which according to Mount, "gives customers an escape from the rush of the serving area." Irwin Kruger, owner of the restaurant, attributes the large number of customers who eat on-site to the design. "A lot of our customers are undecided when they walk into the restaurant whether they are going to eat here or take the food out. The raised section has a nice intimate feeling—it encourages them to stay."

See and be seen

Why do raised floors work? Customers like the feeling of separation and intimacy that raised platforms provide; and unlike partitions or separate rooms, which cut customers off from the restaurant action, raised floors often provide the best view of the restaurant.

Jeremiah Tower designed his 150-seat San Francisco restaurant Stars with this attribute in mind. Tower incorporated two raised dining areas into his design—one a 2-foot elevation, the other a 4-foot raised area. Mirrors surrounding the dining room give it a wide-open feeling and allow diners to see from all angles. Customers often request seating on the higher platforms. "The raised areas allow for seclusion away from the busy dining room area, but they can still see everything that is going on," says Tower.

That is one reason why a raised floor works so well in the bar area of many restaurants. When Charles Mount redesigned the 226-seat Mr. Steak restaurant in Winston-Salem, North Carolina, for example, he created a sunken dining room set in a semicircle and a raised bar off to one side so that bar patrons could look down on the activity. The dining room is like a greenhouse with a 23-year-old tree growing in the center, orchids blooming and a myriad of hanging plants. The bar is 35 inches above the dining room and opens up into the greenhouse on street level and then slopes down to the dining room. General manager Sonny Grady is enthusiastic about this "cascading" effect. "The bar and greenhouse are intertwined so people in the dining room and in the bar can see each other." Grady attributes a 53 percent increase in sales in the franchise restaurant to the newly designed dining room. "People love it. They sit and just look around while they eat."

The New York City restaurant/nightclub Twenty-Twenty was also designed with this "see and be seen" philosophy in mind. The former automobile showroom with its huge, barnlike space was given a theatrical atmosphere by the use of raised floors. David Rockwell and Jay Haverson of Haverson/Rockwell Architects, P.C., in New York City came up with a design that used multilevels to create the look and feel of a theater for the 210-seat restaurant/nightclub. Customers enter the glass vestibule as if they were walking on stage.

The main restaurant area—100 feet across and 92 feet from front to back—is several steps below the entrance. Diners on the main level look up at the stage, while diners from a 2,500-foot mezzanine look down at the stage—and at their fellow diners.

According to co-owner Brad Johnson, customers request seating on the upper levels. "The people immediately want to sit in the balcony because they see that it has a full view of the room."

Not for everyone

Even though raised floors can be used successfully to solve design problems, they are not a universal cure-all.

Raised floors may be inappropriate in a restaurant that caters to families or older patrons. It might be difficult to maneuver strollers or for children or older customers to negotiate stairs.

Raised floors may also make it difficult for people in wheelchairs. At the Jefferson Sheraton Hotel in Richmond, Virginia, waiters often have to lift customers in wheelchairs up to the higher levels of the multilevel restaurant. Although Eric Little, manager of 133-seat TJ's Restaurant in the hotel, is considering installing ramps to avoid this problem, he worries that the change may detract from the overall look of the restaurant.

Even when patrons are sufficiently mobile, servers may find it tiring to climb up and down stairs, and service can be delayed. One way around this problem is to incorporate separate stations on each level. This solution works at The New York Delicatessen, which has many stations on each level and a separate kitchen on the mezzanine. "The restaurant was designed with the traffic flow in mind. The waiters are assigned to a section in one level so they don't have to be running up and down the stairs," explains public relations consultant Arthur Riback.

Managers, too, have to do a little more legwork to supervise a multilevel room. "You can't eye the whole room from one vantage point, which is really important in a restaurant. I have to continuously go up and down the stairs to see what's going on in the different levels," says Brad Johnson of Twenty-Twenty. ❑

Elizabeth Wallace is managing editor of **Restaurants USA.**

The New York Delicatessen's multilevel design allows customers to "see and be seen."

Safety First

Where there are stairs, there will inevitably be some stumbling. That is why many designers recommend using at least two steps to elevate a level. "You need at least two steps to see or sense the change in level. The one-step change in level isn't strong enough to flag them," says designer Brad Elias. "People will stumble coming down the step, not going up. When they are walking out, they are looking out into the room."

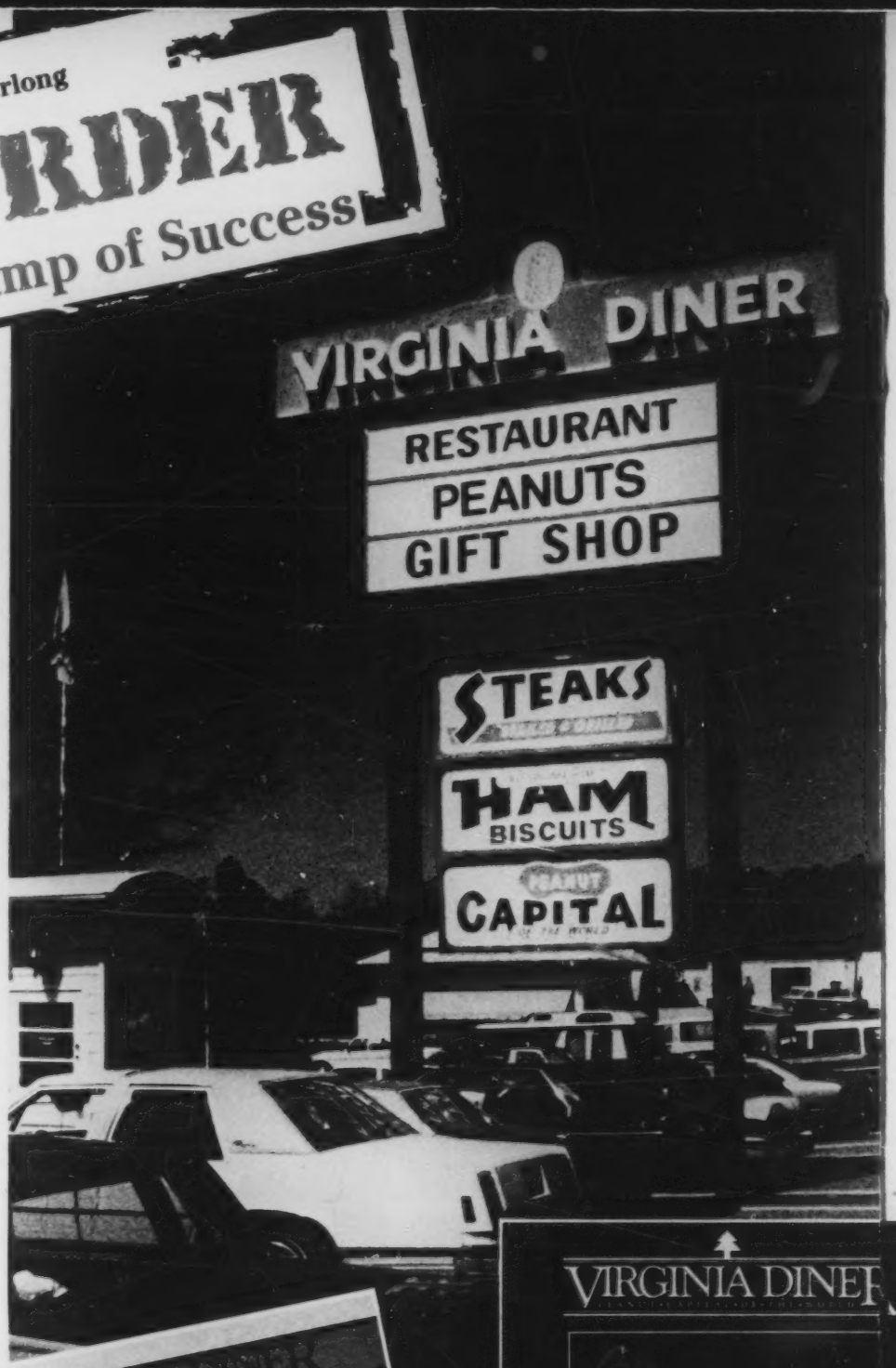
Even two steps may sometimes not be enough of a change in height to flag people. Don Smith, owner of seven McDonald's restaurants in the Cherry Hill, New Jersey, area, had a problem with people stumbling down a two-step elevated section in his Larchmont, New Jersey, store. After a banister was installed in the center of the stairway, the problem was solved. "It created a visual signal that there was a stairway there," explains Smith.

Other important safety considerations for a raised floor design include making sure that there is a safe and comfortable leadup to the stairway, that the stairway is well-lit and that the elevated areas are designed so that food and drink won't spill onto diners below.

by Joan E. Herlong

MAIL ORDER

Selling Your Stamp of Success

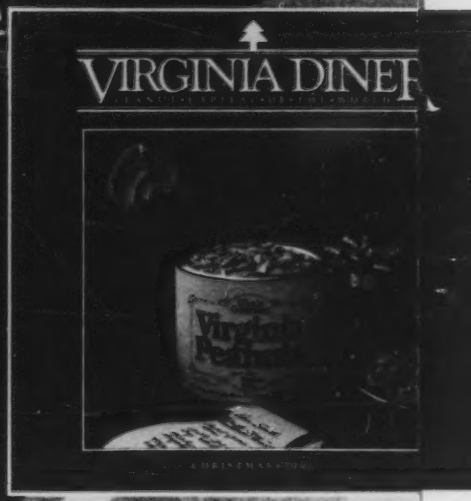


Bill Galloway's 110-seat Virginia Diner in Wakefield, Virginia, also runs a brisk mail order business, a "sideline" generating 80 percent of the Diner's profits—yet Galloway got into mail order for peanuts! Make that Virginia Super Fancy Peanuts, shelled, blanched, roasted, and vacuum-packed for $5.95 plus shipping.

Galloway "sort of inherited" the mail order business when he and his wife Mary Ann bought the Virginia Diner in 1976. The Diner itself has been a fixture in Wakefield since 1929, with each of its successive owners specializing in family fare of "Southside Virginia." The diner offers peanuts instead of after-dinner mints. By the time the Galloways took over, customers had been carting home or phoning in for peanuts for years. Galloway recalls, "When we took over there were literally thousands of shoe boxes stuffed with fulfilled order cards. But there had been no effort made by previous owners to maintain or market a mailing list."

The Virginia Diner had all the ingredients for a successful mail order business: clear demand, marketable product and a ready-made mailing list. Still, it took a while to get the mail-order recipe just right. "We took four years," says Galloway, "to fully realize the potential of the peanut side of the diner. About nine years ago, we finally got everything on computer. But list analysis—ship-to, bill-to, etc.—is a complicated thing. Now we're very sophisticated. We've got 140,000 accounts on the present system, and we carry a whole line of peanut products and other Virginia goods."

The Virginia Diner experience



Joan E. Herlong is a freelance writer in Arlington, Virginia.

proves the rule of thumb that it will take about three or four years before mail order will start to show a real profit. However, with 80 percent of its revenue coming from mail order, the Virginia Diner is also the exception to the other rule of thumb, which says that the average restaurateur is not going to get rich quick through mail order. Food-product consultant Howard Solganik, whose firm is located in Dayton, Ohio, knows of a lot of restaurants packaging their products, "but I can't name any that have really made a lot of money on it."

Given such less-than-inspiring chances, why would a restaurant branch into mail order? Solganik is the first to assert that mail order can be profitable and fun if a restaurateur sets reasonable goals and maintains the right perspective—that of a restaurant owner. "The real benefit to mail order is not sales," advises Solganik, "but the mention and promotion of your restaurant name. A food product is simply a way of creating some news. What you are really doing is running a restaurant."

The Virginia Diner is a good example of this outlook in action. Despite what he calls his "lopsided" profit percentages, Galloway's diner remains his primary focus; the mail order side serves to increase tourist traffic and subsidize expansion plans for the restaurant. "Our peanut business generates the kind of interest that this little ol' diner just can't handle anymore," Galloway explains; "so we're getting ready to rebuild from the ground up, for a total seating capacity of 230."

Not like running a restaurant

Solganik's main caveat for would-be mail order mavens is to recognize that mail order is nothing like running a restaurant. George McCabe of the Loveless Motel and Cafe wishes he had heard that kind of advice six years ago, when he first "got serious" about pursuing his "Hams and Jams" mail order business. The Loveless Cafe has been a standard-bearer of country cuisine in Nashville for 30 years. That kind of success doesn't necessarily translate smoothly into mail order. "Mail order is completely different," says McCabe. "I went into it blind and learned about it at the School of Hard Knocks. You can lose some money real quick, especially when you start dealing with color brochures, perishable items and breakage."

Peanut mail orders bring in new restaurant customers as well as hefty profits. Says Virginia Diner Owner Bill Galloway, "We're finding people come out of their way to try the diner because of the peanuts."

Loveless's mail order germinated gradually from repeated requests for take-home baskets and items through the mail from the cafe's patrons. Although McCabe had a good start with a mailing list based on his restaurant customers, he still found there was too much error in his trial-and-error approach. "In the first two years," he remembers, "I really wondered whether it was worth sticking it out. It took four years before I started to show a profit, and I've only been at it for six."

If he were to do it over again, McCabe believes he would do more homework before jumping in, and he would hire a consultant at the outset. At present, mail order at the Loveless represents roughly 30 percent of total profits, but only 10 percent of McCabe's personal attention. Despite the initial losses and headaches, McCabe admits that "I do have a good time with it—especially when I take a call myself."

There's room in mail order food

Mail order is booming. The most recent figures show consumer purchases via mail order were upwards of $56 billion in 1987—a sales figure that has more than doubled in the past 10 years. Karen Generelli, media relations manager for the Direct Marketing Association, says the upswing in mail order sales began around 1975 because of the convergence of three primary factors: improved computer technology, increasing numbers of women in the workforce and the energy crisis of the early 70s. "People didn't want to use up gas shopping around for things," Generelli explains, "and women in the workforce have less time to shop in person. Sophisticated computer technology has made mail order manageable for even the smallest business."

The growth in mail order has stiffened the overall competition, however. It's tougher to create a niche in the new market, and breaking in can be very capital-intensive. Still, according to Mary Jane Anderson, publisher of *Foods By Mail*, the mail order food field is far from saturated. "People are coming into (and going out of) this business all the time. The epicurean food market is especially growing. People are interested in pricey, fun things that aren't at the local grocery," she says. "We're not talking about your basic bread-and-butter types. However, it is *not* something to get into easily; nor does a good product necessarily sell itself."

Generelli recommends that potential mail order entrepreneurs evaluate their product in terms of what makes it unique. "It may be the ingredients, the preparation or fast delivery," she says, "but something should set it apart from other similar products available by mail."

For the average restaurateur, a simply great product may not be enough to make mail order worth all the effort. Karen Lloyd, director of the mail order division of Legal Seafoods in Boston, recommends a more pragmatic approach to entering the mail order market: "You get to the point where you have to evaluate your mail order requests as just clutter-level activity in your kitchen or a significant market that you should aggressively go after," she says. Sometimes it's most economical to market a product through a third party, she adds, especially if you operate a small restaurant. If, however, you offer an entire line of products, you can generate enough revenue to justify the initial investment.

Getting started

Even a small mail order undertaking requires an up-front investment of time and money—often around $10,000. So the experts caution that before starting out in mail order, do your homework. It isn't too hard to find help. "Trade magazines in the mail order field, such as *Target Marketing* or *Catalogue Age* all want your business," says Mary Jane Anderson, "and they are a good source

This prototype label created by consultant Howard Solganik illustrates his advice to include an eye-catching front panel and a clear statement of product and maker. The labels for The Heritage's mail orders keep the focus on the restaurant with their representative etching of the country inn. All the labels are the same; only the product name changes.

of advice." You can also learn a lot by shopping for every facet of your venture—printing, packaging, phone answering, postage costs, labeling, etc. Vendors are often quite happy to share information.

Hiring a consultant does add to initial costs, but sometimes a consultant can help you avoid expensive mistakes. For example, Solganik generally advises restaurant clients to start out small and conservatively. He also recommends they:

□ Start out with shelf-stable products

□ Market items in their own restaurant first

□ Indulge in a fun label design, with an eye-catching display panel and clear statement of identity

□ Keep initial mailings simple, such as postcards with item and price list and

□ Use standard, not fancy, packaging materials, such as stock boxes and foam "peanut" fillers.

The Heritage Restaurant has been a familiar Cincinnati name in regional American food since 1959. Owners Harold and Janet Melvin drew on their experience and contacts developed over the years when they first began to market their homegrown and homemade herbs, spices and sauces about three years ago. Janet Melvin explains their quasi-do-it-yourself approach to entering mail order: "We did research on our own about things like labels, jars, bottles and lot sizes. We did get a lot of outside help, but we never actually hired a consultant. We talked to a lot of our friends in the industry and used them as sounding boards for our plans."

Mail order makes up roughly 10 to 15 percent of their total business now. Melvin says they could make it more, "but that would require hiring a marketing agent or consultant." The Melvins have no plans to expand their mail order operations substantially. "We don't want the tail to wag the dog," explains Janet. "Mail order is enhancing our restaurant trade, but everything we've done, including our herb garden and garden tours, has been to enhance the restaurant. We are primarily a restaurant, and we intend to stay that way."

Getting the word out

Most operators find their customers push them into mail order with word-of-mouth recommendations. Soon customer requests expand to other buyers, and a mailing list is begun. Once an operator makes the decision to expand, speculative mailings from published lists can be a good way to stimulate increased business—but experts caution against buying or renting an outside list to jump-start a restaurant's mail order business.

Customer follow-up mailings are an important tool for encouraging repeat business, but gift recipients may not be a good target—at least not at the time the gift is mailed. "We used to include our catalogue with every gift we mailed, but that irritated the gift sender because it's like including the price tag," recalls Legal Seafoods' Lloyd. "Our shipping materials do have our name, address and phone number on them so those who want to reach us can do so easily."

Even after the mail order business is started, recommendations are the best way to expand. A third-party endorsement in a food column will sell more products than any ad campaign could produce, consultants note. In fact, favorable reviews esentially thrust Robert Pearson's Stick To Your Ribs takeout restaurant into mail order. Pearson, a genuine cockney serving up genuine Texas-style barbecue in Stratford, Connecticut, had only been open for about a year when enthusiastic reviews from several local and national publications, including the *New York Times*, *Business Week* and the *Washington Post*, brought in orders from all over the United States (including Texas!). Stick To Your Ribs continues to be reviewed regularly enough so that Pearson never buys advertising, and he's been in business five years. "My would-be ad dollars go back into getting the best quality. I let the food speak for itself."

Vivande Porta Via in San Francisco has experienced a similar growth pattern. This 40-seat cafe, serving only lunch and private dinner parties, receives so much favorable press that it has a hard time keeping pace with market demand. Ken Davis, Vivande's coordinator of catering, marketing, and sales, says, "We get about one call a day from a writer researching an article about some aspect of our business. We're reviewed in so many publications, why take out an ad?" After six years, mail order now represents about 10 percent of Vivande's total business.

If the press isn't hounding you as much or as soon as you would like, there is a way to pique their interest. The best way, according to Solganik, "is to send out press mailings to food editors with a single sample of your product and a newsworthy press release. *Do not call food editors to make sure they received your mailing!* That would mean instant death. Every September the food publications feature mail order articles."

Getting the word in

The use of 800 numbers and answering services is becoming vital to the success of any mail order business. As the Virginia Diner's Bill Galloway asserts, "An 800 number is a convenience factor for your customers. It makes it easier for them to translate interest into action." George McCabe says if he were to do it over, Loveless mail order would have started out with a 24-hour answering service. "People don't like to wind up with no answer, and they really will call at all hours. I started out with 7 a.m. to 6 p.m. service, but I still felt I was missing something. We added 24-hour service last year, and it more than pays for itself."

Legal Seafoods' Karen Lloyd adds that an 800 number is crucial to customer service. "There is certainly a great deal of comfort-generating over the phone to help gift senders or recipients feel comfortable with their purchase. Our phone answerers are trained to handle just about every question imaginable." Lloyd often takes phone orders, and especially customer problem calls, herself. "Not because my staff can't," she asserts, "but because I want customers to know we take their problems or concerns very seriously."

Success is its own reward

All of the restaurateurs interviewed for this article enjoy a good measure of success in mail order, yet very few are interested in translating that success into any major mail order expansion because they fear a loss of quality or time from their restaurant business. Madame Kuony, culinary art instructor and owner/chef of The Postilion restaurant in Fond du Lac, Wisconsin, has been mailing her plum puddings, sauces and compotes for 30 years. Kuony would not dream of trying to parlay her success into anything large-scale. Although her mail order trade amounts to 60 percent of her business, Kuony declares, "There is no question about it—I am a restaurateur first and foremost!" Expansion would mean not being able to produce her foods personally as she has done for the past 37 years, and she is unwilling to relinquish her control over quality for profit. "Quality in all things is hard to find," says Kuony, "but it is particularly hard to achieve in food. You cannot sacrifice reputation to profit because sooner or later it will catch up with you."

Mail order could certainly expand at Stick To Your Ribs, but owner Pearson plans to stick to his ribs for the present. "Mail order is perhaps 1 percent of my business and 3 percent of my time, but I don't have the time or physical space to expand." Pearson appreciates his steady flow of mail order demand, but would rather not take any more of his attention away from his restaurant. "If some third party approached me to handle and develop mail order, I'd consider expanding, absolutely." For now, however, mail order "is strictly for fans." ❑

Editor's note: For a more detailed look at direct mail, see the February 1988 issue of ***Restaurants USA.***

What to mail

What exactly goes into customer mailings when you decide to actively pursue mail order customers? All you really need for starters, and then some, is a good personal computer/word processor and postcards, says Bill Galloway of the Virginia Diner, whose profitable mail order experience provides a good benchmark for other operators. For years Galloway stuck with postcard mailings he created in-house. One side listed a few items and prices, the other carried the diner's address. Customers footed the postage. Galloway had great success with this low-cost format because "the product does the selling, not the postcard. If customers like the product, they'll re-order; if not, they won't," says Galloway.

"One name begets another in mail order," he adds. "So to stimulate that kind of thing we also made space on our postcards for customers to list friends who would like to hear from us." After several years, postcards evolved into two or three-fold printed mailings, also done in-house.

Because it represents such a large investment, a catalogue did not enter the picture until 1985, almost 10 years into the business. Catalogue costs vary by volume. In Galloway's experience they range from 35 cents to $1 each, plus postage and handling costs.

Galloway's customer list was 30,000 strong before he felt there was enough volume to justify a catalogue. Once he decided to put one together, he shopped for an ad agency experienced in catalogue production *and* with family-run businesses. Galloway believes using professionals is crucial, not just to produce a catalogue, but also to provide continuity with future projects. In addition, Galloway says he reaped the benefits of his agency's history with similar businesses.

From the start, the Virginia Diner has had a firm policy on mailings to "ship-to" and "bill-to" names. Ship-to's, or gift recipients, receive the product and a small enclosure listing product history or cooking instructions. This card includes the Diner's address and an 800 number. No catalogue or order form is enclosed. Bill-to's receive the product, an order form, plus a Bill of Fare newsletter about new items or a catalogue. Bill-to's also receive a note of thanks, whether they have purchased for themselves or for a gift.

Galloway advises those new to mail order that "moving into catalogues is nowhere near step one or step two in building your business." Moreover, using catalogues should not mean forfeiting lower-cost vehicles such as postcards or pamphlets. For example, the Virginia Diner has recently had a good response from once-dormant accounts that were sent a "We miss you" letter done in-house on the word processor. The word processor has enabled the diner to categorize accounts and send personalized letters.

Finally, Galloway underscores the importance of providing clear information on any mailing vehicles. This means a straightforward description of items and prices. Equally important is a detailed explanation of the company's return/problem policy, postage costs and any state taxes that may be included.

AN OUTSIDE BOARD OF ADVISORS CAN HELP WITH IDEAS, ADVICE

Many people enter the restaurant business because they want to be their own boss. But sometimes running a business alone can have its drawbacks—there is no one to brainstorm with and often no one to turn to for advice or management ideas. There is a way to tap others for ideas without bringing aboard a partner or consultant: You can create an outside board of advisors.

What is a board of advisors?
A board of advisors is a small group of people not connected to the business who advise, counsel and help the business owner—but do not make business decisions. A small business owner can consult this body of experts both formally and informally to discuss an issue in depth, debate mistakes and misgivings or talk about successes. The collective and individual experience of the people on an advisory board can be a valuable resource because advisors are not involved in day-to-day operations, and they have no personal investment in the financial success of the business.

Why have a board?
The reason for creating a board of advisors is quite simple: Nobody is good at everything. It is impossible for one person, or even one family, to concentrate on marketing, managing employees, investing capital and providing a good working environment all at once.

A board of advisors provides the distance needed to make sound decisions. Owners are often too close to business problems. Lack of perspective can lead to overly optimistic or pessimistic ideas about how the business is doing. People with different viewpoints and areas of expertise can help bring business into focus, spotting problems and difficulties an owner may overlook.

Why not hire consultants instead? Consultants tend to be used on a limited, project basis. They are usually expected to do a job quickly, and they don't stick around to see the long-term results of their work. Advisory boards, on the other hand, usually serve long enough to witness the outcome of their recommendations. In general, consultants are used to solve specific business problems. A board of advisors develops long-term strategies and policies to prevent problems.

What does an advisory board do?
An advisory board has three main functions:

- To help develop policies for the business in any area in which decisionmaking situations arise routinely.
- To provide an independent, objective viewpoint on major decisions and to suggest strategies on how to implement them. This is particularly useful for financial decisionmaking.
- To assist in the transition of business ownership, whether the business is being sold or passed on to corporate or family successors.

Who should be on the board?
An advisory board should be made up of people who are entirely outside the business. Later, as the business grows, it may be appropriate to include key management personnel in some advisory board discussions.

To ensure objectivity, friends, relatives or business associates should not be included on the board. Customers and suppliers should also be excluded to avoid any conflicts of interest. Competence and trustworthiness are the main criteria for choosing advisors. In addition, advisors should be people who can contribute ideas in a positive and creative manner and who can work well with the owner.

How can you get started?
If you decide to create a board of advisors, take time to research prospects. Get

One operator's experience with an advisory board

"In the restaurant business," says Denise Fugo, "it seems that everyone except the owners has someone to report to. For us, our board members are people to report to."

Fugo and husband Ralph DiOrio are co-owners of City Life Inc., a Cleveland restaurant and catering company that includes the upscale restaurant Sammy's. They believe that setting up a board of advisors was one of the best decisions they ever made. City Life has grown in recent years, and Fugo thinks this growth has been helped a great deal by its advisory board.

According to Fugo, one advantage that large firms have over small firms is that they put many minds and talents together. Consequently, establishing a board of advisors is a way for smaller firms to gain a similar advantage.

City Life began with a board of three carefully selected advisors and now consists of just two members. "I think it's important to keep your board small," says Fugo. "I went after very successful business people, and I'd recommend the same to anyone. Get someone who is a proven success:

recommendations about outstanding talent from people whose opinions you respect. Look for people whose expertise will complement yours and that of other board members. Look for:

- ☐ Successful business people
- ☐ Risk-takers
- ☐ Strong, but not domineering individuals
- ☐ Experts in at least one specific area vital to your business
- ☐ People familiar with your market and industry and
- ☐ People who are interested, enthusiastic and excited about you and your business.

The most valuable advisors should have marketing, strategic planning and financial management skills. People with these skills can be found in many businesses, but the best are company officers, banking officials, attorneys, accountants at the partnership level, business consultants and professors with practical experience. Do not use business professionals already working with the firm, such as your attorney or accountant. You need outside viewpoints. Before you ask someone to serve on your board of advisors, be sure to discuss your expectations frankly.

someone who has been through the up and down business cycles of 20 years or more."

It is not imperative that advisory board members be experienced restaurant people. "I don't think it hurts for them to know about the business, but it may be hard to find a restaurant person in your city who isn't a competitor," says Fugo.

Fugo and DiOrio meet with their board of advisors about four or five times a year—and more often when necessary. "With a small business like ours," says Fugo, "you don't have to be that structured about meeting times. If I have a problem, I feel free to call my advisors." Fugo also thinks that it is important to compensate board members to formalize the professional relationship. City Lights began by paying its advisors $250 per meeting.

Fugo thinks that an advisory board contributes to a company in three ways. "Members of a board act as role models, they are a sounding board for new ideas, and they challenge you on your inventory numbers and your payroll percentages," says Fugo. "Not controlling controllable expenses is what kills most restaurants. We've gotten expenses under control. They've even helped us keep our personal lives in perspective," she adds.

—Paul Moomaw

The size of your board depends on the size of your company. If your business is small, a board of three advisors is sufficient. In a larger company, the board should not exceed five to seven people to assure free and easy exchange of information and opinions.

How long should board members serve?

There is no set term for advisory board members. Ideally, they serve as long as they are useful. You might want to suggest a probationary period of six months to one year. During this time, you can get to know each other. When your board has been in place for some time, review membership. Do members continue to contribute? Do they prepare for meetings by reviewing material you send ahead of time? Has the business changed so that you need advisors with different skills? Do some members hamper discussion by arguing or wandering from the subject? If the answer to any of these questions is "yes," it's time to change the composition of your advisory board.

Usually, it takes about a year for an advisor to understand enough about your business, its problems and its strengths to be able to offer informed advice. Therefore, if you want to offer limited terms of service, a two-year term is most appropriate. Terms can then be renewed for as long as the relationship continues to be mutually rewarding and useful.

Should board members be paid?

Compensation is often offered as an honorarium for attendance at advisory board meetings. The actual amount differs, but the hourly rate for professionals can be a guide. For example, if you normally pay your business attorney or accountant $75 per hour, you might offer your advisory board members a $300 honorarium for a half-day meeting. Compensation reinforces the idea that advisors are a valued resource.

How can you use your board?

Provide information. Once you assemble your board, you must prepare to benefit from the advice the board members can offer. First, provide the board with a clear and concise company summary. Make sure board members understand the important issues because you want to elicit their best thinking on these subjects.

Initial background information should include:

- ☐ Balance sheets, profit and loss statements for the past several years and projections for the coming year
- ☐ A summary of the products and services you provide
- ☐ Background information on your key customers, suppliers and competitors
- ☐ Descriptions or examples of your advertising
- ☐ Background information on your key employees
- ☐ A copy of your personnel policies and employee manual and
- ☐ A list of the main issues you see facing the business in the upcoming months and in the years ahead. Indicate which of these issues has top priority.

Send this information to all members of your advisory board at least a week before you hold your first meeting. The better the information you provide, the better prepared your board will be to offer useful advice.

If you can't tell your advisors the full truth about your business, then they can't help you. So if you can't share all, pick new members or give up the idea of a board.

Run meetings effectively. Initially, you may want your advisory board to meet every other month. Frequent meetings will quickly inform members what the company does, how it's doing and what problems it's likely to encounter. Once this information has been absorbed, the board can choose to meet less often, but at least quarterly. If too much time elapses between meetings, members can't stay current with your business or be clear about the issues facing it.

Meetings should be held in a business environment, such as your office or a hotel conference room, and last no longer than three or four hours.

Plan the agenda carefully and indicate a clear starting and ending time. Send the agenda and any background information well before the meeting so members can arrive with a clear idea of the required tasks.

At the meeting, delegate the job of taking minutes. Copies of the minutes, with action notes for each member, should be sent within a week after the meeting. This will remind each member about tasks they have agreed to carry out. The minutes of the meeting will also serve as a record of decisions to help you focus your future activities.

In sum

Most owners of small businesses that are growing or changing could benefit from an advisory board. A good advisory board can expand a business owner's thinking as well as eliminate potential problems. ❑

This article has been adapted with permission from a 1987 business brief prepared by The Greater Cleveland Growth Association.

THE MONTEREY WINE

The National Restaurant Association 1988 Monterey Wine Festival brought together restaurateurs, chefs, sommeliers, winemakers, industry executives, and food and wine buffs from all over the United States and Canada. "There was a lot of interaction between participants on both sides of the tables," said a smiling chef, "and that's what the festival is really all about."

More than 200 top California wineries showcased 800 different wines at major wine and food tastings, panel discussions, special luncheons and dinners. A broad spectrum of California wineries was represented—boutique wineries (with very limited and sometimes exotic products); medium-sized, family-owned wineries with national and foreign distribution; and corporate giants.

Monterey-area restaurants, hotels and caterers put on quite a show at the Monterey Aquarium at Sunday night's opening reception. Under the sponsorship of the Monterey Peninsula Chefs' Association and the Monterey Peninsula Hotel & Restaurant Association, guests were treated to a variety of dishes based on the theme "A Taste of Monterey." There were some wonderful pairings of seafood dishes, meats (including wild boar), fruits and vegetables native to the area, and desserts, accompanied by 102 sparkling and dessert wines provided by 55 wineries.

On the following two evenings, first red (Monday) and then white (Tuesday) wines were tasted at the Monterey Convention Center. It was a serious forum for sampling a variety of wines under neutral conditions. All wineries had standardized table spaces, which were arranged alphabetically. This allowed tasters to respond to the products without regard to a particular winery's size, placement, promotional budget or the ambience of a restaurant setting. "The products speak for themselves," said a pleased winery executive.

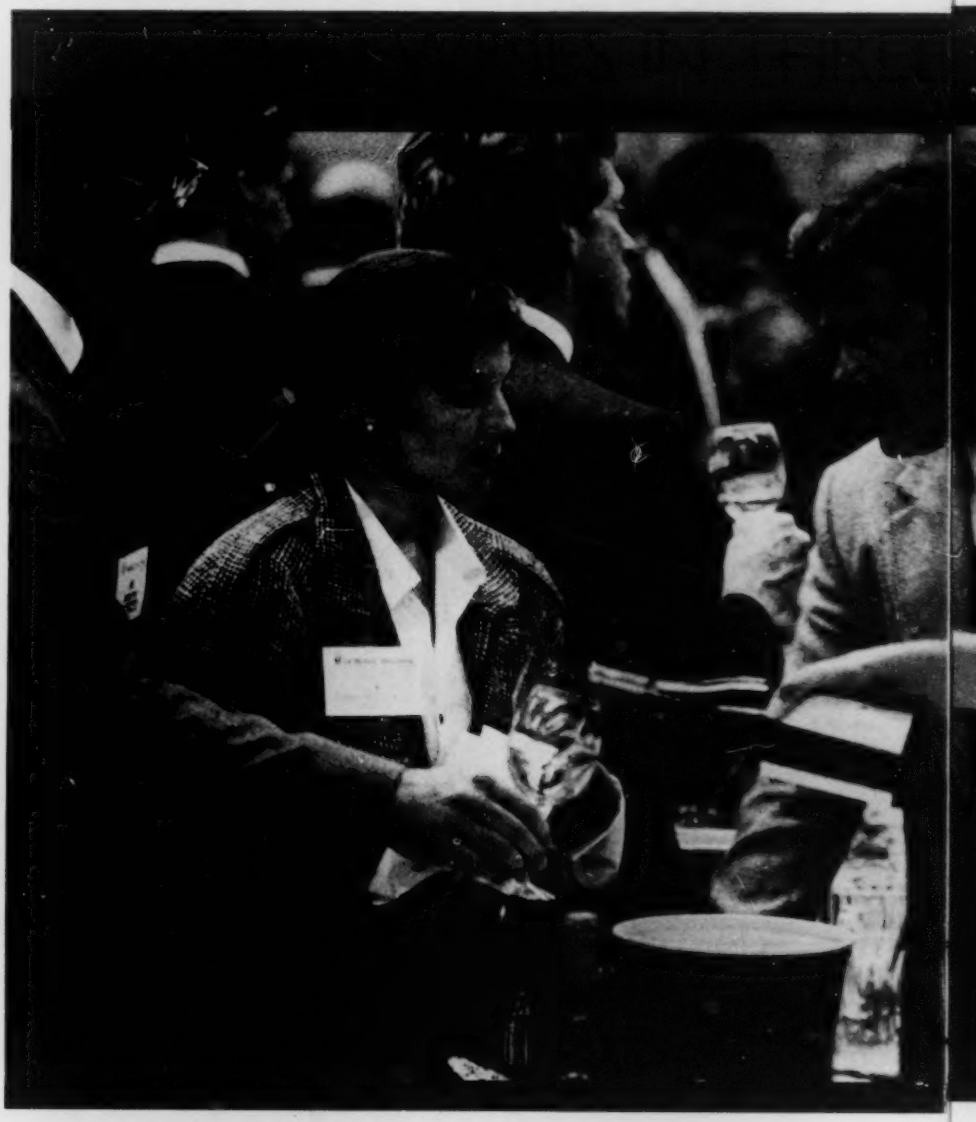
by Deborah C. Goldstein

Deborah Goldstein represented ***Restaurants USA*** *at the festival. Based in Sacramento, California, she frequently writes about wine.*

With all wineries represented either by winemakers or owners, there was, however, a definite electricity in the room and a lot of friendly banter.

Because so many fine wines were available, tasters had difficulty trying everything. One could either make some active choices and visit only certain wineries, or amble up and down the aisles picking and choosing as one pleased. There was a lot of sniffing, swirling, spitting and notetaking. For many wine and food buffs, it was an opportunity to *really* sample, and palates reached their limits long before everything could be tried.

Wine-and-food pairing and tasting continued throughout the festival, highlighted by winemaker lunches on Monday. These included Eberle Winery at Hammerheads Restaurant, Buena Vista Winery at Highlands Inn, Jordan Winery at La Playa Hotel, Callaway Winery at Monterey Plaza Hotel, Sequoia Grove at Rancho Canada Golf Club, William Hill Winery at Quail Lodge and Sam J. Sebastiani Winery (now Viansa) at Spanish Beach. These were smaller, more intimate gatherings where the winemakers presented their knowhow and fielded some tough questions from an audience of knowledgeable restaurateurs, retailers, distributors and members of the press.



All attendees at the conference had the opportunity to experience a

wine-and-food pairing. The "Go for the Gold Luncheon" for 600 was prepared by U.S. Culinary Olympic Team chefs and featured three varietals produced by 14 wineries in the Monterey area. The first course—a wild boar sausage—was paired with Cabernet Sauvignons from Jekel Vineyards, Durney Vineyards, Smith & Hook,

Monterey Peninsula Winery, Monterey Vineyards and San Saba. The next course—a sauteed seafood cake of scallops, prawns and Dungeness crab with roasted red pepper sauce—was accompanied by Castroville (Monterey Peninsula) artichoke bottom with ratatouille and wild rice, and corn waffle pancake with tomato concasse. This course was paired with Chardonnays provided by La Reina, Paul Masson, Chateau Julien, Wente Bros. and Crystal Creek. Dessert—an almond praline basket with fresh strawberries (Watsonville) and white chocolate mousse—was served with Rieslings supplied by Domaine San Martin, Mirassou Winery and J. Lohr Winery.

All of the dishes were attractively presented and garnished. The boar sausage was nicely spiced and went well with the rich Cabernets, although Cabernet as a first-course luncheon wine was initially surprising. The seafood cake took on different tastes depending on the particular Chardonnay it was tasted with. This pointed out that even when wines come from the same general geographic area, their styles and tastes differ, and the choice comes down to an individual preference. The Rieslings also varied greatly as to style and sweetness—here again a matter of individual taste.

Following the "Go for the Gold Luncheon" presided over by National Restaurant Association President Michael Grisanti, guests had the opportunity to participate in an auction by Christie's (of New York). Auctioneer Christopher Hartop gaveled his way through 150 California wines. This unusual "big-bottle auction" benefited the Andre Tschelistcheff Scholarship Fund to further enological and viticultural studies.

The auction featured many wines that cannot easily be found other than in private cellars and collections, such as large bottles—imperials, magnums and double magnums, jeroboams, salamazars and methusalahs—as well as private reserve wines, "library wines" (wines no longer available), etched bottles, artists' series and verticals (the same varietal from the same producer of successive vintage years). Bidding was spirited, egged on by "assistant" auctioneer Fred Dame, master sommelier at The Sardine Factory in Monterey. Art was included in the auction with drawings, etchings and seriographs commissioned by wineries or executed by some winemakers themselves. This year's auction raised $39,000 for the scholarship fund—bettering last year's efforts and assuring continued help to deserving students. ❑

MERCHANDISING WINE—Pointers from the Festival

"The Monterey Wine Festival serves as a comprehensive crash course for operators serious about wine merchandising," said festival chairman Michael E. Hurst, owner of 15th Street Fisheries, Ft. Lauderdale. And much of the information was shared during the festival's educational sessions.

Festival panelists, who included a broad spectrum of experienced restaurateurs and industry executives, agreed that the American public is still greatly intimidated by wine—how to pronounce it, when to drink it, how to buy it, what it should taste like, what you should eat with it. This intimidation extends to owners, managers and servers and inhibits their ability to merchandise and promote wine. Here are some pointers on how to turn the situation around.

A trained staff. Perhaps the most important element in the promotion and merchandising of wine is to employ and train servers who enjoy serving wine.

Servers should taste and understand the wines they are selling and how those wines pair with the restaurant's menu items. Training is the key to sales confidence. If the sales force is ignorant of a product, it won't sell. Operators fear that training takes too much time, but it doesn't have to. Most successful wine lists sell only 20 percent of the total wines on the list. For example, with a list of 60 wines, a staff may only be conveying information about the 12 most popular wines most of the time.

Four to six training sessions are usually enough to sell wine effectively. Wine consultant and master sommelier Joshua Wesson begins with basic tasting. "I don't use wine for the first session. I take something they all know and can speak about intelligently so that they can come to some basic decisions about texture, flavor, weight and body. For example,

with heavy cream, skim milk and regular milk you can discuss texture; with strong or weak tea you can discuss astringency and bitterness; with variously diluted sugar water you can discuss sweetness; with diluted lemon juices you can discuss acids. There you have it—acids, sweetness, weight—all three apply to wine. The remaining training can be used to develop vocabulary and understanding of wines on the list."

Direct contact with suppliers. "The key to purchasing wine is direct contact with vintners, negotiants, shippers and wholesalers. You have to stay in pretty close contact with your distributors; they control the wines—especially the hot wines. If you are not doing a reasonably good business with them, and a new wine comes out that you want because it is 'hot,' you take a back seat," said Nunzio Alioto, master sommelier and owner of Alioto's, San Francisco. "We don't buy everything from a distributor; some is bought direct. A lot depends on my relationship with a distributor. If I respect his opinion and his information, that has some bearing on what I buy. If I don't know the salesman, I ask him to leave samples, and I make the decision with my staff," continued Alioto.

Tastings. Most operators agreed that tastings for inclusion of wines on wine lists should be blind and nonprejudicial, based on perceived quality for value. In some large corporate situations, however, the personal preferences of industry executives play a role.

When Steve Cousins first came to Spectrum Foods, Inc. in San Francisco as operations director and winemaster, he decided to taste all wines coming in from distributors and developed statistical programs to keep track of results. "With the move from six to 14 restaurants, this method didn't work—fatigue won out. We began instead putting wines on the list that the winemaster, manager and chef liked. This was a lot more exciting and produced better quality wine lists and profits, too." Today wine sales at the 14 Spectrum restaurants represent 20 percent of alcoholic beverage sales or $9 million.

The most important part of the selection process is to treat wine as a beverage first, and cater to the up-to-now totally ignored potential wine drinkers. "Wine is not yet a common beverage in America. Statistics show that 70 percent of the wine consumed in the United States is by 5

With one word, "passed," the president of the Court of Master Sommeliers announced that Lawrence Stone, sommelier at the Four Seasons Olympic Hotel in Seattle, had earned the coveted title of Master Sommelier.

Fred Dame, master sommelier at The Sardine Factory in Monterey, gave a helping hand at the auction presided over by the internationally renowned Christie's auction house. The event featured more than 150 big-bottle California wines, as well as original drawings.

"In Europe, most people don't know a lot about wine, but they drink it and enjoy it. They drink plonk, vin ordinaire, inexpensive wines, etc. They don't have any more experience with the great growths of France or the great wines of the world than the average American—perhaps even less. The real qualitative difference between how people regard wine and food here and there is that they regard wine as a condiment, like salt or pepper—you use them or you don't, based on the appropriateness of the moment. Wine should be treated in the same way."
—Joshua Wesson, wine consultant

"If the U.S. waitstaff could be educated just one little notch, the impact on wine in this country would be dramatic."
—Steve Cousins, Spectrum Foods

"Right now, the only real competition to Chardonnay is iced tea."
—Dieter Vogt, St. Louis Club

The lots were plentiful and the bids high during the auction held Tuesday at the Monterey Conference Center. The auction, a highlight of the festival, raised a total of $39,000 to be donated to the Andre Tchelistcheff Scholarship Fund to further enological and viticultural studies.

National Restaurant Association officers past and present enjoy the gala opening night "Taste of Monterey" reception, held at the spectacular Monterey Bay Aquarium and featuring champagne and dessert wines as well as foods from Monterey's finest restaurants. From the left: Association Executive Vice President Bill Fisher, Past President Ted Balestreri, Treasurer Bud Rusitzky, and President and Chairman of the Board Michael Grisanti.

percent of the population. People who don't drink wine don't care about taste tests or wine authority endorsements. They want to enjoy what they are drinking. You don't have to be a member of a secret wine society to enjoy a glass of wine with dinner," says Dieter Vogt, general manager of the St. Louis Club in St. Louis, Missouri.

Wine lists. The wine list can be an excellent merchandising tool for selling and promoting wine or a stumbling block—second only to a poorly trained staff. All the panelists observed that wine lists are getting shorter, and in many cases they are getting friendlier.

Stuart Allan, president of Buzzards Food & Wine Bar in Calgary, Canada, said he is merchandising wine by using a new list "sorted out by taste categories, such as light, dry reds, full, rich, gutsy dry reds, etc., so the customer can choose by taste rather than by varietal." Warren Arsenaux, general manager of Victoria Country Club in Victoria, Texas, uses table tents to describe wines and make recommendations for pairing with foods.

Other operators are taking the "fear out of the wine list" by producing lists on one sheet of paper or on a chalkboard, or they are printing them on laser printers.

Wine lists have loosened up the same way that food menus have loosened up—with mixing of cuisines and concepts. Operators aren't putting just classic wines of the world on their lists or "one of everything." You can have a good wine list with just California wines or Australian wines.

Wine-by-the-glass. Wine-by-the-glass programs were debated, and it was generally felt that a whole range of wines can be offered without having to inventory too many. Some operators offer their entire wine list by the glass. Others maintain that wines-by-the-glass take away from bottle sales. However, in some operations, wine sales by-the-glass represent 50 percent or more of wine sales.

Pricing. Pricing has changed. When wines first became popular, the markup was three times the cost. Then it went to five or six times the cost. People rebelled, and prices were lowered to sell wines. "Two times wholesale markup is a pretty good average," says wine consulatant and master sommelier Ronn Weigand, "depending on the establishment, marketing and promotions. Less than that and you won't stay in business." ❑

#91

Legislative proposals!

The federal government is forever proposing and passing legislation, apparently under the assumption that there are not enough laws on the books to regulate the actions of its citizenry. Here are some proposals that our elected officials should consider enacting into law.

1. Minimum productivity law. More than 50 years ago, Congress passed a minimum wage law, ostensibly designed to insure that working people would not be paid less than a nationally standardized wage. That minimum has been raised periodically, and there is a current proposal to raise it once again. This is a political sophistry, since it deals with only one element of the business equation—wages—and does not take into account productivity and revenues.

To be fair, Congress should pass a "minimum productivity law" to keep things on an even keel. For example, if the minimum wage were to go up 40 percent over three years, then a law should be passed that would mandate a 40 percent increase in productivity over the same period of time. Thus if you presently work 10 hours a day, you would be required to work 14 hours a day (a 40 percent increase) under the new law to keep pace.

As you know, Congress never passes laws that create an incentive for fraud; but if you didn't like the idea of working 14-hour days, you could immediately scale back your workday to seven hours and nine minutes so that when the 40 percent increase in the minimum productivity law went into effect, it would move you back to your original 10-hour-a-day schedule. You can achieve this disemployment by spending more time at the water cooler, or more time with your feet on the desk, by arriving later, leaving earlier, etc.

2. Minimum revenue law. As a clear alternative to the "minimum productivity law," Congress could pass a "minimum revenue law." After all, it's only fair that if Congress is going to mandate a cost, it should also mandate a revenue. A 40 percent increase in the minimum wage should be accompanied by a 40 percent increase in minimum revenues. No one would be allowed to report less than that. Thus, a $1 million business would be required to report $1.4 million in revenues. This could be policed by the Revenue and Time Division of the Department of Commerce, which would be housed next to the Wage and Hour Division of the Department of Labor. Compliance regulations would be part of a Fair Management Standards Act (FMSA), which would be the counterpart of the Fair Labor Standards Act (FLSA). A minimum revenue law would solve the budget deficit and national debt problems in no time.

3. Federal workdays. There are currently 11 federal holidays that have been established by the government (Independence Day, Columbus Day, Labor Day, etc.). To be fair, Congress should mandate that there be an equal number of recognized federal workdays when work would be mandated. No one would be allowed to take vacation, be sick, go on a leave of absence or otherwise be away from work on those days.

For ease of administration, these mandated federal workdays should occur the day before or the day after the federal holidays to reduce shutdown and startup costs. Anyone found absent on a federal workday would be fined double-time or at least time-and-a-half.

4. Management Day. The government recognizes the first Monday in September as Labor Day. Out of fairness, it should also recognize a "Management Day" to pay tribute and respect to the dignity of American management. I suggest April 15 as the day, since that is the tax return due date, and management is ultimately responsible for generating those profits, salaries and wages that result in taxes paid.

5. Emigration law. In 1986 Congress passed an immigration law. There is no question that we have to get control of our borders—both in and out. That being the case, Congress should pass an "Emigration Law." Under this law, U.S. residents would not be allowed to leave the country for any purpose without first registering with their employers three years in advance of the departure date or one year before employment with the company begins, whichever is shorter. The individual would be required to retain these records for several years, and would be fined $2,500 for the first offense and $2,500 to $10,000 for the second offense. For the third offense, the penalty would be 20 years in the electric chair.

6. Infant arrival. Congress is currently considering a "parental leave" bill. It should also consider an "infant arrival" bill to keep things equitable. Under the infant arrival bill, the newborn would be allowed to come to work with the father or mother (or both, in the case of twins) for up to 10 weeks. The infant would retain all the benefits of home, such as rattles and diaper changing. At the end of 10 weeks, the infant would have to be returned to the same position from which he/she was first removed, or, if that space were no longer available, then the baby would have to be placed in an equivalent position.

Because it seems the government often takes sets of circumstances and turns them into negatives, this *Fisher's Law* is really directed toward the government.

Fisher's Law #91. ***Let the free marketplace operate freely.***

Contact your local chapter to see how your organization can help
American Red Cross
Ad Council

Fifty-five to 64-year-olds

Fifty-five to 64-year-olds, comfortable financially and with fewer major expenses than baby boomers, are among the consumers being heralded as the "mature market." More than ever before, restaurant operators are realizing the profit potential of targeting this segment of the population. With high per-capita incomes, the 55 to 64-year-old age group has become a lucrative source of business in today's restaurants.

Households headed by 55 to 64-year-olds have the highest per-person income

Age of householder	Annual income
Under 25	$ 7,950
25 to 34	10,117
35 to 44	11,039
45 to 54	13,331
55 to 64	14,299
65 to 74	12,096
75+	10,144

Source: Bureau of the Census

Demographics

□ **Income.** Still in their peak earning years and with fewer household members than younger age groups, 55 to 64-year-olds have the highest per-capita household income of any age group, according to the Bureau of the Census. At $14,299 in 1986, per-person income for this group was well ahead of the $13,331 and $11,039 recorded by 45 to 54-year-olds and 35 to 44-year-olds. In addition, discretionary income* for these consumers is very high relative to that of younger households. Among households with discretionary income, those headed by 55 to 64-year-olds had the highest per-person levels, topping all younger age groups, according to a 1985 Census Bureau/Conference Board joint study. Only consumers 65-years-old and older had higher levels of per-capita discretionary income, indicating that older consumers have a great deal of buying power. As further evidence of the economic power held by 55 to 64-year-olds, the Census Bureau reported that households headed by these consumers account for a disproportionately large share of total U.S. income.

Income is spread less evenly within this age group, however. Whereas just 11 percent of all households headed by 45 to 54-year-olds earned less than $10,000 in 1986, nearly one-fifth of all households headed by 55 to 64-year-olds were in this income bracket. And fewer households earned more than $50,000 per year among 55 to 64-year-olds than among 45 to 54-year-olds.

As individuals approach retirement age, buying power becomes concentrated into fewer hands. The percentage of consumers with discretionary income declines among individuals past the age of 59, according to the Census Bureau/Conference Board study. Almost 41 percent of all households headed by 55 to 59-year-olds had discretionary income in 1982, the highest level of any age group. In comparison, 33 percent of households headed by 60 to 64-year-olds and 27 percent of households headed by those older than 65 had discretionary income.

□ **Restaurant expenditures.** Fifty-five to 64-year-olds in the highest income bracket, earning more than $40,000 per year, top all consumers in restaurant spending, according to the Bureau of Labor Statistics (BLS) *1985 Consumer Expenditure Survey.* Members of these households devoted 43 percent of their food dollar to food away from home. In comparison, 55 to 64-year-olds from households earning $15,000 to $19,999 per year spent 26 percent of their weekly food budget on restaurant meals.

On average, households headed by 55 to 64-year-olds spend one-third of their food dollar on food away from home, a slightly lower percentage than for households headed by 45 to 54-year-olds. They spend less than their younger counterparts (excluding those under age 25) in dollar terms as well. In 1985, households headed by 45 to 54-year-olds spent $28.27 weekly on restaurant food, compared with $20.63 weekly for 55 to 64-year-olds. These figures, however, do not take household size into consideration. Af-

Restaurant expenditures by 55 to 64-year-olds were higher than the average for all age groups

Age group	Dollars per week
Under 25	$9.79
25-34	$7.50
35-44	$8.43
45-54	$9.42
55-64	$8.97
65-74	$7.49
75+	$5.34
All age groups	**$8.20**

Source: *1985 Consumer Expenditure Survey,* Bureau of Labor Statistics, 1987

**The Census Bureau/Conference Board study defines discretionary income as the amount of money that would permit a family to maintain a living standard comfortably higher than the average for similar families.*

Fifty-five to 64-year-olds account for a large share of midscale visits

Age group	Quickservice	Midscale	Upscale	All restaurants
25 to 34	24%	17%	21%	22%
35 to 44	17	15	19	17
45 to 54	10	16	17	12
55 to 64	8	17	15	11

Source: National Restaurant Association CREST survey, 1987

ter adjusting for fewer members in older households, 55 to 64-year-olds appear to be among the greatest dollar spenders on restaurant meals. Their $8.97 per-capita weekly expenditure for food away from home was the second-highest spending level among consumers above age 25.

□ **Family life.** Smaller household size is the most prominent characteristic of consumer units headed by 55 to 64-year-olds. Six out of 10 family households headed by consumers in this age group consist of only two people, and eight out of 10 consist of two or three members. In contrast, just three in 10 households headed by 45 to 54-year-olds are made up of two members, and an almost equal percentage are four-person units. The smaller household size among 55 to 64-year-olds is largely due to the absence of children.

Only 11 percent of family households headed by 55 to 64-year-olds have children under 18 living at home, compared with 43 percent of 45 to 54-year-old households. With no children living at home, these "empty nesters" visit restaurants according to their own needs. And with substantial incomes and discretionary funds available, 55 to 64-year-olds face a wide array of dining choices.

Although these households are marked by a lack of young children, there are a substantial number with older children living at home. In 1986, nearly 20 percent of the households headed by 55 to 64-year-olds included children between the ages of 19 and 24. This group of households, called "crowded nesters," is a mysterious one in that little is known about their spending habits. For example, these children may be contributing to household income, or they may be living at home in order to save money, thus increasing their own discretionary income but adding nothing to their parents' income. In the latter case, two separate consumer units may be living under one roof.

After adjusting for fewer members in older households, 55 to 64-year-olds appear to be among the greatest dollar spenders on restaurant meals. Their $8.97 per-capita weekly expenditure for food away from home was the second-highest spending level among consumers above age 25.

Quickservice operations accounted for the majority of traffic growth between 1982 and 1986

Total	4%
Quickservice	15
Midscale	–8
Upscale	8

Source: National Restaurant Association CREST survey, 1987

□ **Workforce participation.** The 55 to 64-year-old age group is marked by a sharply lower labor force participation rate than that of younger age groups. While nearly 80 percent of all 45 to 54-year-olds were either employed or looking for work in 1987, only 54 percent of 55 to 64-year-old men and women were part of the labor force, according to BLS data. Only seven in 10 men and less than half the women between the ages of 55 and 64 were members of the labor force during 1987—well below the 91 and 67 percent rates for 45 to 54-year-old males and females, respectively.

The lower labor-force-participation rate for 55 to 64-year-old individuals is most likely due to retirement. According to the BLS, of persons not in the labor force, 42 percent of 55 to 64-year-olds were not working for "other reasons" (which includes retirement), compared with 21 percent of 45 to 54-year-olds. The sharp difference between the two age groups may indicate that more members of the elder group are opting for early retirement.

Midscale restaurant usage high

Although quickservice establishments are the most popular restaurant type with 55 to 64-year-olds, midscale restaurants are visited nearly as often. According to a CREST special report, midscale restaurants accounted for 40 percent of all restaurant visits by 55 to 64-year-olds in 1986, compared with just 23 percent for those aged 35 to 44. Although individuals between the ages of 55 and 64 represented 11 percent of total restaurant traffic in 1986, they accounted for 17 percent of all visits to midscale operations—a higher share than for any younger age group. Within the midscale segment, full-menu operations, cafeterias and hotel restaurants are more popular with this age group than with younger consumers.

Upscale restaurants are also popular with 55 to 64-year-olds, representing 11 percent of their restaurant visits in 1986. Between

1982 and 1986, persons 55 to 64 years old accounted for 12 percent of the total traffic growth at upscale establishments. Within the upscale segment, varied-menu restaurants accounted for nearly half of all visits. Hotel and fish/seafood restaurants are also popular. Upscale ethnic restaurants, however, appear to be less popular with this age group, especially among females.

Although females in younger age groups visited upscale Mexican and Asian restaurants more frequently than males did in 1986, the opposite was true for 55 to 64-year-olds. In fact, a sharp decline in the share of visits to ethnic establishments occured between females aged 45 to 54 and those aged 55 to 64. Forty-five to 54-year-old females visited Mexican and Asian eateries on 8 percent of all restaurant occasions in 1986 compared to 5 and 6 percent, respectively, for women between the ages of 55 and 64.

Breakfast foods, fish, beef, chicken and pasta are especially popular with 55 to 64-year-olds

	35 to 44-year-olds	45 to 54-year-olds	55 to 64-year-olds
Breakfast foods	19.9%	24.5%	28.4%
Sandwiches*	33.2	29.4	28.6
Hamburgers	17.9	14.7	13.2
Beef	4.2	6.4	8.1
Fish/seafood	5.2	7.2	8.8
Chicken	8.2	8.9	9.5
Pizza	11.9	8.3	5.6
Pasta	1.9	2.4	2.9
Mexican	4.1	3.5	2.8
Asian	2.9	2.8	2.7
Main-dish salads	4.5	6.3	6.6
Desserts	11.9	11.8	13.0

**Sandwich category includes hamburgers*

Source: National Restaurant Association CREST survey, 1987

Quickservice segment growing fastest

Although 55 to 64-year-olds visit quickservice restaurants less often than younger consumers do, quickservice is nevertheless the fastest-growing dining segment for this age group. While total restaurant visits by 55 to 64-year-olds increased just 4 percent between 1982 and 1986, visits to quickservice establishments rose 15 percent. Still, the 55 to 64-year-old age group is not a driving force behind total quickservice growth, accounting for less than 5 percent of the change in traffic between 1982 and 1986.

Quickservice establishments account for a full half of all restaurant visits by 55 to 64-year-olds, with hamburger, chicken and pizza operations being the most popular in the segment. Quickservice hamburger and chicken restaurants are, in fact, more popular with these older consumers than with younger ones. While 55 to 64-year-olds went to chicken operations on more than one in 10 quickservice visits, 35 to 44-year-olds frequented chicken restaurants on 7 percent of all quickservice occasions. Pizza places, however, are less popular with these older consumers than with younger ones.

Takeout used less by 55 to 64-year-olds

In 1986, 27 percent of all restaurant visits by 55 to 64-year-olds were for takeout, a lower rate than the 34 and 45 percent takeout shares for consumers aged 45 to 54 and 35 to 44, respectively. Further underscoring the lesser role of takeout with the 55 to 64-year-old age group is their small contribution to takeout growth. Between 1982 and 1986, this age group represented less than 5 percent of the total growth in takeout traffic. In comparison, 35 to 44-year-olds accounted for one-quarter of all takeout growth. But even though the takeout market is smaller for 55 to 64-year-olds than for younger consumers, it is dynamic. Takeout traffic grew more than 10 percent between 1982 and 1986 while on-premises dining advanced by only 2 percent.

Grocery-store takeout

Grocery stores are a popular source of takeout food for 55 to 64-year-olds. According to the National Restaurant Association study,

Fifty-five to 64-year-olds are least inclined to use takeout, but when they do, they opt for carryout

	35 to 44-year-olds	45 to 54-year-olds	55 to 64-year-olds
Takeout share of traffic	45%	34%	27%
Takeout by service type:			
• Drive-thru	27	26	23
• Carryout	68	69	73
• Delivery	6	5	4

Source: National Restaurant Association CREST survey, 1987

The Takeout Market, one in five consumers between the ages of 55 and 64 purchased their most recent takeout meal from a grocery or convenience store. In contrast, only 8 percent of the 35 to 44-year-olds surveyed had visited a grocery or convenience store for such a meal.

The high incidence of takeout food bought from grocery stores may be due to diner perceptions. A study of the takeout market by the Food Marketing Institute (FMI) found that supermarket takeout food is perceived as fresher, of higher quality, healthier, more nutritious and a better value for the money than is restaurant takeout. The absence of young children in households headed by 55 to 64-year-olds may be another factor contributing to the popularity of grocery-store takeout. The FMI study revealed that children find restaurant takeout food more appealing than supermarket takeout by a wide margin. Without the need to satisfy the demands of children, 55 to 64-year-old consumers may be asserting their own desires by frequenting grocery stores more often for takeout meals.

Traditional menu preferences

Fifty-five to 64-year-olds exhibit more traditional menu preferences than do younger consumers. Apart from sandwiches, which are popular with all consumers, 55 to 64-year-olds most frequently order chicken, fish/seafood and beef. In 1986 beef was ordered by these individuals nearly twice as often as by consumers between the ages of 35 and 44. Breakfast foods, too, were more popular with 55 to 64-year-olds than with younger restaurant patrons. In contrast, pizza was ordered more often by younger consumers than by individuals aged 55 to 64. While 45 to 54-year-olds ordered pizza on more than 8 percent of their restaurant visits, 55 to 64-year-olds chose pizza on 5.6 percent of all restaurant occasions.

Although 55 to 64-year-olds have traditional restaurant tastes, large increases have occurred in orders for ethnic dishes. Between 1982 and 1986, orders of pizza by these consumers jumped 64 percent. Orders for pasta, Mexican and Asian dishes rose by 47, 23 and 45 percent, respectively. In fact, the 55 to 64-year-old age group accounted for 13 percent of the growth in total Asian food orders and 17 percent of the growth in total pasta orders between 1982 and 1986.

Breakfast menu items also showed an increase between 1982 and 1986, with orders rising 19 percent. By comparison, 55 to 64-year-olds ordered less dessert, sandwiches, fish/seafood and beef in 1986 than in 1982.

In sum

Fifty-five to 64-year-olds represent a unique group of restaurant diners in terms of both their demographic characteristics and their away-from-home eating behavior. Somewhat more traditional than their younger counterparts, these older consumers have nonetheless jumped on the ethnic-food bandwagon, showing that they are open to new restaurant trends. And with their relatively large per-capita incomes, these consumers are certain to be a force behind restaurant trends in the future.

—Laurence Greenberg

Good fortune for Asian restaurants

Since 1982, growth in the Asian restaurant segment has escalated, outdistancing overall industry gains. Although traffic counts at quickservice and upscale Asian restaurants have soared, midscale restaurants continue to hold the largest share of the Asian market. Asian restaurants, particularly quickservice, have actively courted takeout customers.

Asian restaurant traffic growth has exceeded the industry average by far

	All restaurants	Asian restaurants
All segments	14%	57%
Quickservice	26	131
Midscale	−8	33
Upscale	9	42

Source: NPD CREST, *Annual Household Report, 1982, 1987*

Asian restaurants have clearly benefited from increased consumer interest in ethnic foods. Between 1982 and 1987, traffic counts at Asian restaurants leaped 57 percent, while the restaurant industry as a whole recorded a 14 percent gain. Overall, Asian restaurants accounted for 8 percent of the increase in total industry traffic, and they hiked their share of total restaurant traffic from 1.9 percent in 1982 to 2.6 percent in 1987.

Focusing on the takeout market

Asian restaurants have also ridden the wave of consumer interest in takeout.

Quickservice Asian restaurants, in particular, have concentrated on catering to the takeout buyer. In 1987 nearly 80 percent of patrons at quickservice Asian restaurants ate off-premises, compared with 60 percent for the entire quickservice segment. Most quickservice Asian customers (59 percent) chose to eat at home, but a small percentage (1 in 9) consumed their Asian food at work. Only 21 percent of all quickservice Asian patrons dined within the establishment.

An overwhelming majority of customers at quickservice Asian restaurants ordered their meal at the counter or by phone. Two out of three patrons selected their purchase at a counter within the establishment, while one in five ordered their meal by phone.

Even though takeout represents most of the quickservice Asian business, these establishments provide minimal drive-thru or

Counter top service predominated at quickservice Asian restaurants in 1987

	At the counter	At the table	In the car	Phone carryout	Phone delivery
Quickservice Asian restaurants	65%	4%	5%	21%	5%
Midscale Asian restaurants	18	67	1	11	2
Upscale Asian restaurants	7	79	0	12	1

Source: NPD CREST, *Annual Household Report, 1987*

Asian restaurants are well below the industry average when it comes to offering promotions

	All restaurants	Asian restaurants
Quickservice	22%	7%
Midscale	14	8
Upscale	13	9

Source: NPD CREST, *Annual Household Report, 1987*

delivery service. In 1987 only 5 percent of customers at quickservice Asian restaurants used a drive-thru to pick up their purchases. In contrast, 19 percent of all quickservice patrons ordered their meal from the car. Another 5 percent of quickservice Asian restaurants had their orders delivered.

Midscale and upscale Asian restaurants depend more on on-premises eating. In 1987, roughly 75 percent of customers at midscale and upscale Asian restaurants consumed their meals inside the establishment.

However, the percentage of patrons eating midscale and upscale Asian food off-premises was higher than for midscale and upscale restaurants as a whole. In 1987, 25 percent of midscale and 20 percent of upscale Asian orders were eaten off-premises. For all restaurants, only 14 percent of midscale and 6 percent of upscale meals were eaten off-premises. As with takeout food ordered at quickservice Asian restaurants, most midscale and upscale takeout orders were either purchased at the counter or called in and then picked up at the counter. Customer use of delivery and drive-thru services at midscale and upscale Asian restaurants was minimal.

Midscale dominates

Despite large traffic increases at quickservice and upscale establishments in 1987, midscale restaurants continued to hold the largest share of traffic at Asian restaurants—39 percent. In fact, between 1982 and 1987, when the midscale market as a whole experienced a decline in traffic, midscale Asian restaurants recorded a 33 percent increase in customer traffic. Midscale Asian restaurants have also expanded their customer base. Since 1982, the number of households eating at midscale Asian restaurants in an average two-week period has increased by more than 20 percent.

Quickservice—the growth leader

Asian quickservice restaurants have made vast gains in traffic, despite being a minor presence in the large quickservice market.

From 1982 to 1987, traffic counts more than doubled at quickservice Asian restaurants, compared with a 26 percent advance for the entire quickservice market. More people than ever before are dining at quickservice Asian restaurants. This influx of new customers has pushed the proportion of households eating at quickservice Asian restaurants up to 1.7 percent in an average two week period, boosting quickservice's share of Asian restaurant traffic to 31 percent in 1987. According to National Restaurant Association research, those most likely to frequent Asian quickservice restaurants are 18 to 24-year-olds, college graduates, singles and those living in the western United States.

Upscale Asian restaurants—driving the upscale market

Upscale Asian restaurants have become a major force in the upscale market. Asian restaurants held more than 9 percent of all upscale traffic in 1987, the largest share held by Asian restaurants in any segment. Increased consumer interest in upscale Asian restaurants is one of the main factors behind the growth in the overall upscale market since 1982. Traffic gains at upscale Asian restaurants from 1982 to 1987 accounted for more than 34 percent of total upscale traffic advances for the period. Upscale Asian restaurant traffic climbed 42 percent, compared with 9 percent for the entire upscale market.

Slow to jump on the promotional bandwagon

Asian restaurants offer promotions far less often than do other types of restaurants. Among Asian segments, upscale restaurants were the most likely to use promotions. Conversely, CREST figures show that, overall, quickservice is the most likely segment to employ promotions and upscale is the least likely.

In 1987 deal occasions at quickservice Asian restaurants reached 7 percent, compared with 22 percent for the overall quickservice segment. The percent of promotional occasions at midscale and upscale Asian restaurants were 8 and 9 percent, respectively—figures well below their segment averages. Although

the use of deals at Asian restaurants is below the industry average, Asian restaurants have stepped up their promotional efforts. From 1982 to 1987, the percentage of customers using promotions at quickservice Asian restaurants has nearly tripled, and it has almost doubled at midscale and upscale Asian restaurants.

Dinner dominates

Consumers are most likely to frequent Asian restaurants at dinner, although, since 1982, there has been a slight shift toward lunchtime eating. In 1987 about two-thirds of eater occasions at quickservice, midscale and upscale Asian restaurants were for dinner. By comparison, dinner captured 41 percent of eater occasions for all restaurants. Slightly less than one-third of the eater occasions at quickservice and upscale Asian restaurants were for lunch. Midscale was the most likely of Asian segments to attract the luncheon patron. In 1987, 38 percent of eater occasions at midscale Asian restaurants were for lunch.

Snacking at Asian restaurants was minimal, although quickservice Asian restaurants did attract some snackers. Virtually no consumers visited Asian restaurants for breakfast.

Asian dining is primarily a dinnertime occasion

	Lunch	Dinner	Snack
Quickservice Asian restaurants	32%	65%	3%
Midscale Asian restaurants	38	61	2
Upscale Asian restaurants	31	66	2

Source: NPD CREST, *Annual Household Report, 1987*

Growth in average check size has been slow at Asian restaurants

	Average per-person check	
	1982	1987
Quickservice Asian restaurants	$3.70	$4.17
Midscale Asian restaurants	5.70	6.13
Upscale Asian restaurants	7.87	8.12

Source: NPD CREST, *Annual Household Reports, 1982, 1987*

Who eats at Asian restaurants?

CREST data reveal that Asian restaurants are most popular among young and affluent professionals. A demographic profile of Asian restaurant customers indicates that they tend to be 25 to 34-year-olds from households with an annual income exceeding $40,000. Couples that frequent Asian restaurants are usually both employed. These groups are highly motivated by convenience when considering away-from-home food purchases, and they also enjoy ethnic foods.

Among Asian foods, Chinese is the most popular. According to the National Restaurant Association study *Consumer Preferences for Ethnic Foods in Restaurants*, Chinese is the second most popular ethnic food overall, behind Italian. Twenty-three percent of respondents indicated that Chinese was their top ethnic food choice.

Check size growth slow

From 1982 to 1987, gains in per-person average check size at Asian restaurants lagged behind growth in check size for the industry as a whole. Among Asian segments, the average check size increased the least at upscale establishments—up only 3 percent between 1982 to 1987, compared with an 8 percent rate for all upscale restaurants. Growth in average check size at midscale Asian establishments was less than half of that for all midscale establishments. Quickservice led all Asian restaurants in check size increases with a 13 percent rate, yet was easily outpaced by the 21 percent growth rate recorded by the overall quickservice segment.

Several factors may help explain the relatively small advances in average per-person check size at Asian restaurants. All three Asian segments saw a shift toward more lunchtime eating from 1982 to 1987, whereas the restaurant industry as a whole has experienced a movement towards dinner. Also, the large increase in the number of promotions offered at Asian restaurants may have helped keep check size averages down.

In sum

The Asian market has undergone dynamic growth and is still expanding its appeal. The popularity of Asian restaurants should continue as they ride the wave of customer interest in ethnic cuisine.

—Sebastian O'Kelly

Asian food—not what it used to be

Asian fare in the United States has changed enormously over the last decade. The American diner's interest in Asian food 10 years ago focused on egg foo yong, fried rice, fried shrimp, chow mein and chop suey, a dish invented especially to whet the American appetite. Today, Asian cuisine in the United States ranges from the exotic (Bird's Nest, Shark Fin and Sea Slug dishes) to the sizzling hot (Hunan and Szechuan-styled dishes) to the eclectic (dishes featuring a combination of foods, presentation, styles and cooking techniques).

Chinese and Japanese immigrants were the first to introduce Asian food to the U.S. market. Vietnamese, Malays, Koreans, Laotians, Filipinos and Thais have followed, each bringing native-styled cuisine with their own ethnic touch. These immigrants have flocked to major urban centers and started their own restaurants. Such diverse Asian food tends to be popular among city dwellers, who eat out frequently. Many of these consumers now incorporate Asian food and preparation techniques in their home cooking.

Location: South Burlington, VT
Association member: Don Weinreich
Operation: The Cork and Board
Profile: Casual, family dining
In business: 6 years
Seats: 42
Meals served: Breakfast, lunch, dinner

Adding a fullservice restaurant to his delicatessen has proved a good business move for **Don Weinreich,** owner of The Cork and Board. The restaurant is located in a shopping center in the center of town, which is part of the metropolis of Burlington on Lake Champlain. "Business has been excellent. We're doing 10 percent over last year," he says.

In addition to a variety of sandwiches, salads and soups offered all day long, The Cork and Board offers breakfast and dinner. "Nothing is from a can; everything—from the salad dressing to the soups—is homemade." says Weinreich.

The decor, bright and airy with lots of plants, flowers and paintings, has been planned to give a feeling of "Gemutlichkeit," which Weinreich says is loosely translated as a feeling of congeniality and relaxation.

Location: Glenn Mills, PA
Association members: Robert, David and Ciro Iannucci
Operation: Crier in the Country
Profile: Fullservice, fine dining
In business: 5 years
Seats: 128
Meals served: Dinner, seasonal lunches

Co-owner **Robert Iannucci** thinks business at his Crier in the Country restaurant could have been better last year. But he thinks his expansion will bring in a more casual crowd and a larger number of customers. "There are a lot of houses going up in the area," he says. And Iannucci is counting on attracting some of the new residents with his new cafe and cafe atrium, banquet room, outdoor patio and expanded walkways and gardens—all in keeping with the historic architecture of the main structure, which dates back to 1740.

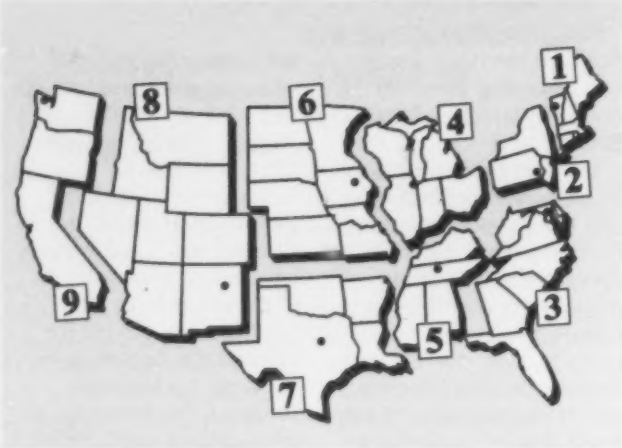
Up until now, the Crier in the Country has been strictly a special occasion restaurant. Situated on eight acres of land near the Brandywine River Museum, the restaurant is 15 minutes from both Philadelphia and Wilmington, Delaware. Its proximity to Philadelphia and its markets enables the restaurant to offer the freshest seafood and vegetables. A salmon in parchment or cioppino served with homemade pasta are examples of daily specials.

Location: Towson, MD
Association members: Michael Pachino, Hershel Pachino
Operation: Hersh's Orchard Inn
Profile: Fine dining
In business: 9 years
Seats: 180
Meals served: Lunch, dinner

A good part of The Orchard Inn's customers are on an expense account, so manager and co-owner **Michael Pachino** blames the new tax laws for his business being a little off this year. "But it's still steady, and I think it will work its way out," he says.

Located in a suburb 10 miles outside of Baltimore, this restaurant's menu contains American and continental choices with specialties in beef and seafood. Its crabcakes were voted best in Baltimore by a local magazine's readers' poll, and a radio station cited it for "best businessman's lunch." Ten specials, which change every day, are offered at both lunch and dinner, "but if you don't see it on the menu, just ask, and we'll prepare it for you," Pachino says.

The Orchard attracts many celebrities and has a wall full of autographed photos to prove it. According to Pachino, "It's a place to be seen—it's active and busy at night—but it's also a family restaurant."



Location: Chicago, IL
Association members: June, Gerald, Jerry, Debbie, Cheryl Macey
Operation: Saloony's Sports Bar and Grill
Profile: Fullservice restaurant and bar
In business: 4 years
Seats: 125
Meals served: Lunch, dinner, carryout

"Business is fantastic," says owner **Gerald Macey,** who runs Saloony's with his wife June and children. "Every month since we've begun it has increased."

Catering to the workers of Chicago's South Side, this restaurant began as a bar but now offers homemade food. Pizza, including a double-decker "with everything" that weighs almost eight pounds, and hickory-smoked baby back ribs are the specialties.

Sports fans come to Saloony's to watch their favorite events on one of the five TVs in the bar. To further attract these fans, the Maceys have offered a "Sunday Brunch with the Bears" serving free subs and chicken wings, and a "Monday Night Football Special" with free hot dogs and chili.

Location: Portland, TN
Association members: John K. Jackson, Don Brooks
Operation: Red River Restaurant
Profile: Fullservice, family restaurant
In business: 5 years
Seats: 170
Meals served: Breakfast, lunch, dinner

When John K. Jackson bought his restaurant five years ago, it had been closed for bankruptcy, "but

business has been steadily on the incline since day one," his manager **Don Brooks** says.

Located on an interstate, 30 miles north of Nashville and two miles south of the Kentucky border, Red River Restaurant draws diners from all the nearby towns. Customers like the restaurant's friendly, country-style atmosphere and the menu, which features such "down-home fixings" as Kentucky country ham, grits, buttermilk biscuits, homemade cornbread, real mashed potatoes and turnip greens.

The favorite choice at dinner is catfish, but guests can also order steaks, barbecue, fried chicken or frog legs. One dessert, either a cherry, apple or peach cobbler or banana pudding, is available each day. The county is dry, so no liquor is served.

Location: Cedar Falls, IA
Association member: Kenneth J. Stedman
Operation: The Other Place
Profile: Casual, fullservice restaurant
In business: 14 years
Seats: 75-100
Meals served: Lunch, dinner

The Other Place, located in northeastern Iowa near the University of Northern Iowa, has escaped the effects of Iowa's flagging economy. "It's tough to stay in business in Iowa, but with a university nearby we have a captive trade," says **Sue Stedman**, co-owner. In fact, the students were responsible for the restaurant name. When liquor-by-the-drink was first okayed in Iowa, it was big news on campus. "The restaurant next door was the first to get a liquor license, and when we were next, we became known as 'The Other Place,'" recalls Stedman. "The name stuck."

Liquor still plays a big part in the profit picture. A recent change in the liquor laws, which raised the drinking age from 18 to 21, has been responsible for some of the decline in bar business. Luckily, says Stedman, the restaurant attracts students with its food as much as with its drinks. Pizza and other Italian specialties, such as lasagne and spaghetti, are the main dishes served. The house special is a medium-crust pizza with everything on it, including an extra-big helping of cheese. "People are big cheese eaters here," Stedman says. "It's a result of being in the Midwest."

Location: Waxahachie, TX
Association member: Bob Rominger
Operation: 1879 Townhouse Restaurant
Profile: Fullservice, family restaurant
In business: 4 years
Seats: 160
Meals served: Breakfast, lunch, dinner

Texas has been in an economic slump, but **Bob Rominger**, owner of the 1879 Townhouse Restaurant, says it appears things are picking up. "March '88 was almost as good as our biggest month in '87, and March is not usually our biggest month. Last year we just held our own and even had to cut back our help," he says. The biggest season for the restaurant is summer when tourists visit the town from all over the world. Waxahachie, 30 miles south of Dallas, has been made famous as the setting for movies such as "Places in the Heart" and "Tender Mercies."

Rominger bought the Victorian building four years ago, after it had been restored as part of a downtown revival program. The downstairs is in the spirit of the turn of the century, with its blue-and-white checkered tablecloths and old-timey flea-market pictures. The upstairs is more modern, with booths and tables. From the restaurant windows, guests can look out at the picturesque old courthouse across the street.

The menu features chicken-fried steak (a favorite in that part of the country), pot roast, steak and some seafood. For dessert, there's homemade cherry or peach cobbler or ice cream made in an old-fashioned freezer. The cobbler is so popular that customers write in for the recipe.

Location: Albuquerque, NM
Association member: Bob Tero
Operation: Luby's Cafeteria
Profile: One of 109 units of chain in Southwest
In business: 3 years
Seats: 300
Meals served: Lunch, dinner

"We're doing real good," says associate manager **Jody Helton.** "New Mexico's economy is steady, much better than neighboring Texas," he adds. Located north of the downtown area, Luby's Cafeteria draws in workers and the retired. "They perceive us as a good value," Helton says. "We offer more variety than a normal restaurant, and at a good price."

Fourteen meats and 14 vegetables are offered every day. The fruit pies and nine types of bread are baked right there.

Helton describes the atmosphere as pleasant and modern, with pictures and baskets on the walls, carpeting on the floor and plants throughout.

Location: Sequim, WA
Association member: L.J. (Sonny) Ervin
Operation: Dungeness Inn Incorporated
Profile: Fullservice, on premises of golf club but open to public
In business: 6½ years
Seats: 140
Meals served: Breakfast, lunch, dinner

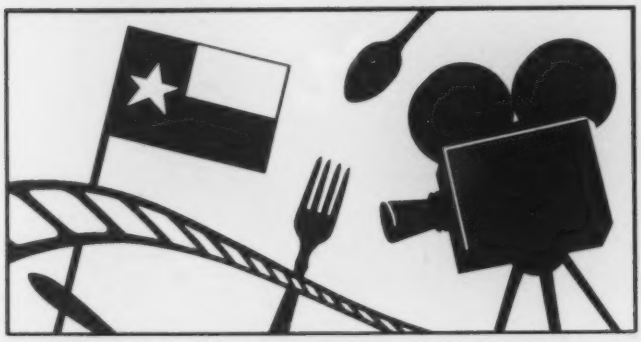
Located in northwestern Washington on the Olympic Peninsula, the Dungeness Inn is a ferry ride away from Victoria, Canada, and 1½ hours across the water from Seattle. Dungeness Inn caters to retirees who come to Sequim for its mild climate and infrequent rainfall. Because these retirees depend on the stock market for much of their income, business at the restaurant was down last year. "But it's coming back with a boom," says owner **L.J. (Sonny) Ervin,** thanks to a stronger economy and an increase in banquet business. Because the restaurant is situated on a golf course, with two more nearby, he expects an increase in the number of golf tournaments to boost business even more.

Diners at the Dungeness Inn can look out at the golf course or at distant mountains as they enjoy a lunch of homemade soup or chowder and sandwiches made from freshly baked bread, or a dinner of prime rib or fresh seafood.

—Julie Fintel

You oughta be in pictures

When writer/director Chris Columbus ("Gremlins," "Adventures in Babysitting," "Young Sherlock Holmes") was looking for the hotel in his new movie "Heartbreak Hotel," he didn't find it in Ohio, where the story takes place. He found it in Austin, Texas, and the hotel turned out to be a restaurant—Green Pastures 1888, Inc.



At first, the owners were leary about turning Heartbreak Films, Inc., an independent production company scheduled for distribution through Buena Vista Distributions, loose in their vintage establishment. But they had nothing to be afraid of, says Bob Buslett, a National Restaurant Association member. Even though the crew brought what looked like a whole city—15 trailers and dozens of people—and temporarily tore the place up for the 4-week shoot, they more than made up for it with free publicity in local newspaper ads and the facelift at the end—new landscaping and a new paint job and trim. "They made the restaurant look better than it was to start with," says Buslett. "They are masters of appearance. They did everything they said they would do." They even moved out during wedding engagements so the restaurant could honor its commitments. Now that's being considerate!

—Green Pastures 1888, Inc.

Hats off to Bagelbread

In the bread-loving town of Providence, Rhode Island, the baby on the block is Bagelbread, baked at the Alchemy Ovenworks Bakery and Bistro in the University Heights shopping center.

This braided loaf is made with the flour, sugar, yeast, salt and water used in bagels, and baked much the same way. But while Bagelbread has the chewy exterior of a bagel, it has the soft interior of fresh-baked bread.

Bagelbread happened by chance, says its creator, Marianne M. Farrell. Across the street from Alchemy Ovenworks is a home for the elderly. Its residents told Farrell that they loved her bakery's bagels but found them difficult to chew.

"We had some leftover bagel dough, so we tried to make something softer inside that they could eat," says Farrell.

Bagelbread was an instant success. The bakery now makes 300 24-ounce loaves a week. They are $2 each. *—New York Times*

Updated tocques

Because he thought the traditional chef's uniform made him look frumpy, Timothy Nugent, a student at the New England Culinary Institute, decided to redesign the tradition-steeped garb.

His design calls for slightly baggy pants that

taper at the ankle in a checked design made of 100 percent cotton, a tapered double-breasted jacket with padded shoulders with a "tail" to keep it from riding up when a chef bends over, and a tocque with a large hole at the top to encourage air circulation.

Other students like the prototype, but new designs seem to be slow in catching on. The chef's uniform has changed very little over the last century, except for individual departures by such chefs as Wolfgang Puck, who wears a baseball cap as kitchen headgear, and Barbara Tropp, who wears a kimonolike cotton top over cotton leotards.

—New York Times

Removing the junk from junk food

Lance, Inc. said it has taken junk out of its junk food.

The maker of peanut-butter-cracker sandwiches, potato chips and other snacks has greatly reduced the saturated fat and cholesterol content of most of its snack foods by substituting oils low in saturated fats, such as soybean, rapeseed and cottonseed oils for the animal, coconut and palm oils it had used. Lance hopes this will boost sales by appealing to customers who want healthier fare to munch on, which Lance estimates represents 2 percent to 25 percent of its business.

Although production costs have increased 58 percent, the company has no plans to increase prices. It hopes increased sales in vending machines and retail outlets will offset costs.

"This is the first company I've heard of that has reformulated its entire line—certainly the first bakery company," says Lynn Dornblaser, managing editor of the trade publication *Gorman's New Product News*.

She predicts that other food companies will probably follow suit, responding to the same consumer concerns. "Cholesterol is going to be one of the big hot buttons this year," she says.

—Wall Street Journal

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Seminar Summaries

If you're looking for practical, hands-on information, our seminars are just what you need. From marketing to management to operational techniques, these seminars can help you boost profits and overall efficiency. Post this handy calendar in a convenient place so you can schedule the courses you need easily and quickly.

BAQ **Banquet Management** focuses primarily on the administration of banquet facilities and functions, including presentation, timing, pricing, forecasting and equipment.
7/20 Cleveland, OH — 9/22 Hartford, CT — 11/9 Washington, DC
7/21 Pittsburgh, PA — 10/18 Louisville, KY — 11/10 Boston, MA
9/20 Atlantic City, NJ — 10/20 Portland, OR

BUF **Planning Successful Buffets** is applicable to almost any size foodservice operation, covers the basics of buffet service, with emphasis on creative menu, decor and preparation.
7/18 Knoxville, TN — 9/19 Atlantic City, NJ — 10/3 Cleveland, OH
8/8 Pittsburgh, PA — 9/26 Toronto, Ontario, CAN — 11/7 Indianapolis, IN
8/22 Lancaster, PA — 9/28 Halifax, Nova Scotia, CAN — 12/12 Charlotte, NC

COM **Practical Foodservice Spreadsheets** is a hands-on computer workshop designed to allow even novice computer users to create useful foodservice-specific worksheets, using Lotus 1-2-3®. Participants have the option of attending one or both days. Day one is for novice computer/1-2-3 users; day two focuses on advanced foodservice spreadsheet applications.
9/13-14 Boston, MA — 10/12-13 Chicago, IL — 11/1-2 San Francisco, CA

DES **Understanding the Restaurant Design Process** was developed to give foodservice executives the background necessary to understand and control their restaurant design projects and avoid costly mistakes. The focus includes: feasibility analysis; space and equipment planning; a workshop on resolving design problems; and working with architects, engineers, consultants etc.
9/29-30 New Orleans, LA — 12/5-6 Seattle, WA

DPR **Do It Yourself Public Relations** will teach the foodservice operator basic principles of PR, promotion and publicity. The successful PR program that attendees will design shall build patronage, position the restaurant as a "good neighbor" in its community and reinforce the establishment as the restaurant of choice, thereby increasing sales.
8/10 Colorado Springs, CO — 10/3 Milwaukee, WI — 11/2 Philadelphia, PA
8/11 Arlington, TX — 10/4 Minneapolis, MN — 11/3 Cincinnati, OH

DRM **Dining Room Management** focuses on the many aspects of front-of-the-house management, including building basic management skills, getting the most from employees and handling problems on the floor. This course is appropriate for all levels–owner/operators, dining room manager/supervisors, waiters and waitresses.
8/16 Oakland, CA — 10/4 Baltimore, MD — 11/29 Austin, TX
8/17 San Diego, CA — 10/6 Portland, ME — 11/30 Houston, TX
8/30 St. Louis, MO — 10/12 Phoenix, AZ — 12/6 Newark, NJ
9/7 Columbus, OH — 10/13 Denver, CO — 12/7 Philadelphia, PA
9/8 Detroit, MI — 11/1 Madison, WI — 12/12 Tampa, FL
9/20 Des Moines, IA — 11/2 Minneapolis, MN — 12/13 Miami, FL
9/21 Chicago/Downtown, IL — 11/7 Nashville, TN

DRS **Increasing Sales** attendees will be able to analyze and assess their present service style in relation to current service trends. Attendees will examine the sequence of service, merchandising techniques, sales incentives, motivation and more.
8/23 Greenville, SC — 10/25 Chicago, IL
9/20 St. Louis, MO — 11/10 Seattle, WA

FAS **Fish and Seafood** focuses on optimal purchase, storage and preparation methods for seafood products. Presented by a chef from the Culinary Institute of America, this seminar will help you take advantage of the wide range of fresh seafood available today thanks to inexpensive air delivery.
8/29 Denver, CO — 10/3 Washington, DC — 11/10 Chicago, IL
8/31 Philadelphia, PA — 10/5 Cincinnati, OH — 12/8 Orlando, FL
9/14 Minneapolis, MN — 10/18 Atlanta, GA

FCM **Food Cost Management** presents a new angle from which to examine a foodservice operation and identify the factors behind "lost" money. The instructor has developed a system for use in any size restaurant that allows the operator to track actual food use, and thereby control costs. Attendees will receive all the forms and management tools needed to implement a complete food cost control program in their operation.
7/13 Newark, NJ — 8/16 Houston, TX — 12/7 Minneapolis, MN
7/14 New York, NY — 10/17 Burlingame, CA — 12/8 Chicago, IL
8/15 Detroit, MI — 10/18 Anaheim, CA

HIR **Hiring in a Tight Labor Market** will give attendees the tools to increase reliable applicant sources, evaluate application forms, perform a hospitality evaluation of job candidates, and train management to become better at hiring to solve one of the hospitality industry's most difficult business problems: finding caring, competent employees to take care of your customer's needs.
7/18 Eugene, OR — 9/14 Baltimore, MD — 9/20 Atlantic City, NJ
8/24 Boston, MA — 9/15 Washington, DC — 9/22 Worcester, MA
8/25 Hartford, CT — 9/19 Newark, NJ

KIM **Kitchen Management** is a comprehensive program on the basics of kitchen management. This seminar presents money-saving techniques for improving efficiency and productivity. The focus includes: purchasing and receiving; maintaining food quality; food cost, production and preparation and effective management techniques.
7/11 Denver, CO — 9/19 Atlantic City, NJ — 11/9 Orlando, FL
7/25 Minneapolis, MN — 9/27 New York, NY — 11/10 Miami, FL
7/26 Madison, WI — 9/27 San Francisco, CA — 11/15 Philadelphia, PA
8/8 St. Louis, MO — 9/28 Nassau/Suffolk, NY — 11/16 Newark, NJ
8/9 Lincoln, NE — 9/28 Anaheim, CA — 12/5 Los Angeles, CA
8/29 Chicago, IL — 10/3 Newport, RI — 12/5 Dallas, TX
8/30 Cleveland, OH — 10/12 Knoxville, TN — 12/6 Riverside, CA
9/6 Baltimore, MD — 10/17 Williamsburg, VA — 12/6 Austin, TX

MEN **Menus that Sell!** covers all the elements for developing a successful menu–a restaurant's number-one sales and marketing tool. From identifying poor performers and adding new money-making items to designing and laying out an effective menu, this practical program will help you take full advantage of your menu.
9/21 Indianapolis, IN — 11/14 Portland, OR — 11/15 Seattle, WA

MOT **Employee Motivation** instructs you how to hire motivated employees from the outset as well as how to use practical incentive programs, team building exercises and employee work groups to further motivate employees in the operation.
8/1 New Orleans, LA

MRT **Planning and Implementing a Restaurant Marketing Strategy** focuses on the basics of restaurant marketing for increasing profit in the operation by increasing new and repeat customer trade, minimizing the risk involved with expansion as well as anticipating and resolving problems that threaten sales, growth or profits.
9/19-20 Atlantic City, NJ — 10/4-5 Fort Worth, TX — 11/2-3 Jacksonville, FL

OPA **Operational Analysis** is designed to provide specific, in-depth procedures for examining your restaurant business objectively and comparing that operation to the entire foodservice industry. The course covers both finance and management analysis to help restaurateurs identify the strengths, weaknesses and potential of their operation.
9/22-23 Norfolk, VA — 10/27-28 Minneapolis, MN
10/12-13 Columbus, OH — 11/9-10 Riverside, CA

OPC **Off-Premises Catering** offers a complete guide to the essentials of a catering business, as well as an analysis of the common pitfalls. Focus includes: analyzing the potential market, developing new business, menu development, selecting foodservice style, developing a good cost program, production and handling, on-site staff, current trends and "signature foods."
8/3-4 Atlanta, GA — 9/7-8 Raleigh, NC — 11/29-30 Tampa/St. Petersburg, FL
8/9-10 Monterey, CA — 9/28-29 Beverly Hills, CA

PCS **Perfecting Your Culinary Skills** combines lecture with demonstration to instruct attendees in the fundamentals of cooking techniques that improve food quality while lowering costs. Recommended as an introduction for kitchen assistants, line cooks and chefs.
10/6 Columbia, SC — 12/13 Madison, WI — 12/15 Lansing, MI

PFT **Profitability** offers all restaurant personnel with cost center accountability a blueprint for improving profits at the unit level. This course introduces a variety of practical and innovative operating systems, management techniques and cost control tips that can be immediately implemented in your restaurant.
9/11 Lincoln City, OR
9/13 Seattle, WA — 10/20 Milwaukee, WI — 11/17 Dallas, TX
10/19 Dearborn, MI — 11/16 Austin, TX — 11/29 Charlotte, NC

SAS **Soups and Sauces** focuses on items that are inexpensive and easily prepared, yet are distinctive and profitable menu additions. Instruction provides the techniques and principles upon which all soups and sauces are based.
7/19 Seattle, WA — 10/24 Tampa, FL — 10/25 Orlando, FL

SST **Server Sales Training** is a low cost, effective way to teach proven sales techniques directly to the servers who will use them in your dining room. Two sessions each date, so both your lunch and dinner servers may attend.
7/26 Los Angeles, CA — 9/21 Minneapolis, MN — 10/13 San Diego, CA
8/24 Atlanta, GA — 10/4 Seattle, WA — 10/26 Detroit, MI

TFT **Tools for Training** will help you build a solid employee training program. The techniques presented in this seminar have been tested in the dynamics of the foodservice environment. The program focuses on the why's and how-to's of training.
8/31 Riverside, CA — 9/15 Nassau/Suffolk, NY
9/13 Grand Rapids, MI — 11/15 Kansas City, MO

WST **Wine Server Training** is a three-hour program that will equip servers with the essentials used to consciously and effectively sell wines to your guests. Attendees will learn about the components of wine, varietal differences, and techniques and opportunitites to increase wine sales. Two sessions each date, so both your lunch and dinner servers may attend.
7/26 Boston, MA — 9/8 Los Angeles, CA — 11/1 Newport, RI
8/23 Seattle, WA — 10/21 Atlanta, GA — 12/1 Detroit, MI
8/25 Portland, OR

For information & registration, call:

1-800-424-5156

The Educational Foundation of the National Restaurant Association

July-September 1988 • Seminar Schedule

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					COVERS / SALES 1 JULY	COVERS / SALES 2
COVERS / SALES 3	COVERS / SALES 4 Independence Day	COVERS / SALES 5	COVERS / SALES 6	COVERS / SALES 7	COVERS / SALES 8	COVERS / SALES 9
COVERS / SALES 10	COVERS / SALES 11 KIM—Denver, CO	COVERS / SALES 12	COVERS / SALES 13 FCM—Newark, NJ	COVERS / SALES 14 FCM—New York, NY	COVERS / SALES 15	COVERS / SALES 16
COVERS / SALES 17	COVERS / SALES 18 BUF—Knoxville, TN HIR—Eugene, OR	COVERS / SALES 19 SAS—Seattle, WA	COVERS / SALES 20 BAQ—Cleveland, OH	COVERS / SALES 21 BAQ—Pittsburgh, PA	COVERS / SALES 22	COVERS / SALES 23
COVERS / SALES 24	COVERS / SALES 25 KIM—Minneapolis, MN	COVERS / SALES 26 KIM—Madison, WI SST—Los Angeles, CA	COVERS / SALES 27	COVERS / SALES 28 WST—Boston, MA	COVERS / SALES 29	COVERS / SALES 30
COVERS / SALES 31	COVERS / SALES 1 AUGUST MOT—New Orleans, LA	COVERS / SALES 2	COVERS / SALES 3 OPC—Atlanta, GA	COVERS / SALES 4 OPC—Atlanta, GA	COVERS / SALES 5	COVERS / SALES 6
COVERS / SALES 7	COVERS / SALES 8 BUF—Pittsburgh, PA KIM—St. Louis, MO	COVERS / SALES 9 KIM—Lincoln, NE OPC—Monterey, CA	COVERS / SALES 10 OPC—Monterey, CA DPR—Colorado Springs, CO	COVERS / SALES 11 DPR—Arlington, TX	COVERS / SALES 12	COVERS / SALES 13
COVERS / SALES 14	COVERS / SALES 15 FCM—Detroit, MI	COVERS / SALES 16 DRM—Oakland, CA FCM—Houston, TX	COVERS / SALES 17 DRM—San Diego, CA	COVERS / SALES 18	COVERS / SALES 19	COVERS / SALES 20
COVERS / SALES 21	COVERS / SALES 22 BUF—Lancaster, PA	COVERS / SALES 23 DRS—Greenville, SC WST—Seattle, WA	COVERS / SALES 24 HIR—Boston, MA SST—Atlanta, GA	COVERS / SALES 25 HIR—Hartford, CT WST—Portland, OR	COVERS / SALES 26	COVERS / SALES 27
COVERS / SALES 28	COVERS / SALES 29 FAS—Denver, CO KIM—Chicago/, IL	COVERS / SALES 30 DRM—St. Louis, MO KIM—Cleveland, OH	COVERS / SALES 31 FAS—Philadelphia, PA TFT—Riverside, CA	COVERS / SALES 1 SEPTEMBER	COVERS / SALES 2	COVERS / SALES 3
COVERS / SALES 4	COVERS / SALES 5 Labor Day	COVERS / SALES 6 KIM—Baltimore, MD	COVERS / SALES 7 DRM—Columbus, OH OPC—Raleigh, NC	COVERS / SALES 8 DRM—Detroit, MI OPC—Raleigh, NC WST—Los Angeles, CA	COVERS / SALES 9	COVERS / SALES 10
COVERS / SALES 11 PFT—Lincoln City, OR	COVERS / SALES 12	COVERS / SALES 13 COM—Boston, MA PFT—Seattle, WA TFT—Grand Rapids, MI	COVERS / SALES 14 COM—Boston, MA FAS—Minneapolis, MN HIR—Baltimore, MD	COVERS / SALES 15 HIR—Washington, DC TFT—Nassau/Suffolk, NY	COVERS / SALES 16	COVERS / SALES 17
COVERS / SALES 18	COVERS / SALES 19 BUF—Atlantic City, NJ HIR—Newark, NJ KIM—Atlantic City, NJ MRT—Atlantic City, NJ	COVERS / SALES 20 BAQ—Atlantic City, NJ DRM—Des Moines, IA HIR—Atlantic City, NJ DRS—St. Louis, MO MRT—Atlantic City, NJ	COVERS / SALES 21 DRM—Chicago/n, IL MEN—Indianapolis, IN SST—Minneapolis, MN	COVERS / SALES 22 BAQ—Hartford, CT HIR—Worcester, MA OPA—Norfolk, VA	COVERS / SALES 23 OPA—Norfolk, VA	COVERS / SALES 24 National Conference Wine Workshop 9/24-30 Napa Valley, CA
COVERS / SALES 25	COVERS / SALES 26 BUF—Toronto, Ontario, CAN	COVERS / SALES 27 KIM—New York, NY KIM—San Francisco, CA	COVERS / SALES 28 BUF—Halifax, N.S., CAN KIM—Anaheim, CA KIM—Nassau/Suffolk, NY OPC—Beverly Hills, CA	COVERS / SALES 29 DES—New Orleans, LA OPC—Beverly Hills, CA	COVERS / SALES 30 DES—New Orleans, LA	

Seminar Registration

Fill out and mail or call 800/424-5156 or 202/331-5900

Member number required for member rate

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1200 Seventeenth Street, N.W., Washington, DC 20036-3097

Registration Fees

Basic Foodservice Courses (no discount applies)

Dining Room Management • Increasing Sales / *Kitchen Management • Tools for Training*	Member	Non-member
	$125	$155

All Other One and Two-Day Programs

One-day seminars	Member	Non-member
One person	$155	$195
Two or more	$140 each	$180 each
Two-day seminars		
One person	$325	$395
Two or more	$285 each	$355 each

Tax deductible – Your attendance fee and related travel expenses are tax deductible under IRC 162. The deductibility of meals associated with attending this seminar is limited to 80%.

Guarantee – If you are not satisfied that the knowledge gained at the seminar is useful and will help you do a better job, we will give you a full refund of your seminar fee. If you should feel the need to request such a refund, please write within 10 days of your course attendance to Larry Fidel, Educational Foundation of the National Restaurant Association, 1200 Seventeenth St., N.W., Washington, DC 20036-3097.

July – December 1988 Seminar Schedule

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Seminar Summaries

If you're looking for practical, hands-on information, our seminars are just what you need. From marketing to management to operational techniques, these seminars can help you boost profits and overall efficiency. Post this handy calendar in a convenient place so you can schedule the courses you need easily and quickly.

BAQ Banquet Management focuses primarily on the administration of banquet facilities and functions, including presentation, timing, pricing, forecasting and equipment.

7/20	Cleveland, OH	9/22	Hartford, CT	11/9	Washington, DC
7/21	Pittsburgh, PA	10/18	Louisville, KY	11/10	Boston, MA
9/20	Atlantic City, NJ	10/20	Portland, OR		

BUF Planning Successful Buffets is applicable to almost any size foodservice operation, covers the basics of buffet service, with emphasis on creative menu, decor and preparation.

7/18	Knoxville, TN	9/19	Atlantic City, NJ	10/3	Cleveland, OH
8/8	Pittsburgh, PA	9/26	Toronto, Ontario, CAN	11/7	Indianapolis, IN
8/22	Lancaster, PA	9/28	Halifax, Nova Scotia, CAN	12/12	Charlotte, NC

COM Practical Foodservice Spreadsheets is a hands-on computer workshop designed to allow even novice computer users to create useful foodservice-specific worksheets, using Lotus 1-2-3®. Participants have the option of attending one or both days. Day one is for novice computer/1-2-3 users; day two focuses on advanced foodservice spreadsheet applications.

9/13-14	Boston, MA	10/12-13	Chicago, IL	11/1-2	San Francisco, CA

DES Understanding the Restaurant Design Process was developed to give foodservice executives the background necessary to understand and control their restaurant design projects and avoid costly mistakes. The focus includes: feasibility analysis; space and equipment planning; a workshop on resolving design problems; and working with architects, engineers, consultants etc.

9/29-30	New Orleans, LA	12/5-6	Seattle, WA		

DPR Do It Yourself Public Relations will teach the foodservice operator basic principles of PR, promotion and publicity. The successful PR program that attendees will design shall build patronage, position the restaurant as a "good neighbor" in its community and reinforce the establishment as the restaurant of choice, thereby increasing sales.

8/10	Colorado Springs, CO	10/3	Milwaukee, WI	11/2	Philadelphia, PA
8/11	Arlington, TX	10/4	Minneapolis, MN	11/3	Cincinnati, OH

DRM Dining Room Management focuses on the many aspects of front-of-the-house management, including building basic management skills, getting the most from employees and handling problems on the floor. This course is appropriate for all levels–owner/operators, dining room manager/supervisors, waiters and waitresses.

8/16	Oakland, CA	10/4	Baltimore, MD	11/29	Austin, TX
8/17	San Diego, CA	10/6	Portland, ME	11/30	Houston, TX
8/30	St. Louis, MO	10/12	Phoenix, AZ	12/6	Newark, NJ
9/7	Columbus, OH	10/13	Denver, CO	12/7	Philadelphia, PA
9/8	Detroit, MI	11/1	Madison, WI	12/12	Tampa, FL
9/20	Des Moines, IA	11/2	Minneapolis, MN	12/13	Miami, FL
9/21	Chicago/Downtown, IL	11/7	Nashville, TN		

DRS Increasing Sales attendees will be able to analyze and assess their present service style in relation to current service trends. Attendees will examine the sequence of service, merchandising techniques, sales incentives, motivation and more.

8/23	Greenville, SC	10/25	Chicago, IL		
9/20	St. Louis, MO	11/10	Seattle, WA		

FAS Fish and Seafood focuses on optimal purchase, storage and preparation methods for seafood products. Presented by a chef from the Culinary Institute of America, this seminar will help you take advantage of the wide range of fresh seafood available today thanks to inexpensive air delivery.

8/29	Denver, CO	10/3	Washington, DC	11/10	Chicago, IL
8/31	Philadelphia, PA	10/5	Cincinnati, OH	12/8	Orlando, FL
9/14	Minneapolis, MN	10/18	Atlanta, GA		

FCM Food Cost Management presents a new angle from which to examine a foodservice operation and identify the factors behind "lost" money. The instructor has developed a system for use in any size restaurant that allows the operator to track actual food use, and thereby control costs. Attendees will receive all the forms and management tools needed to implement a complete food cost control program in their operation.

7/13	Newark, NJ	8/16	Houston, TX	12/7	Minneapolis, MN
7/14	New York, NY	10/17	Burlingame, CA	12/8	Chicago, IL
8/15	Detroit, MI	10/18	Anaheim, CA		

HIR Hiring in a Tight Labor Market will give attendees the tools to increase reliable applicant sources, evaluate application forms, perform a hospitality evaluation of job candidates, and train management to become better at hiring to solve one of the hospitality industry's most difficult business problems: finding caring, competent employees to take care of your customer's needs.

7/18	Eugene, OR	9/14	Baltimore, MD	9/20	Atlantic City, NJ
8/24	Boston, MA	9/15	Washington, DC	9/22	Worcester, MA
8/25	Hartford, CT	9/19	Newark, NJ		

KIM Kitchen Management is a comprehensive program on the basics of kitchen management. This seminar presents money-saving techniques for improving efficiency and productivity. The focus includes: purchasing and receiving; maintaining food quality; food cost, production and preparation and effective management techniques.

7/11	Denver, CO	9/19	Atlantic City, NJ	11/9	Orlando, FL
7/25	Minneapolis, MN	9/27	New York, NY	11/10	Miami, FL
7/26	Madison, WI	9/27	San Francisco, CA	11/15	Philadelphia, PA
8/8	St. Louis, MO	9/28	Nassau/Suffolk, NY	11/16	Newark, NJ
8/9	Lincoln, NE	9/28	Anaheim, CA	12/5	Los Angeles, CA
8/29	Chicago, IL	10/3	Newport, RI	12/5	Dallas, TX
8/30	Cleveland, OH	10/12	Knoxville, TN	12/6	Riverside, CA
9/6	Baltimore, MD	10/17	Williamsburg, VA	12/6	Austin, TX

MEN Menus that Sell! covers all the elements for developing a successful menu–a restaurant's number-one sales and marketing tool. From identifying poor performers and adding new money-making items to designing and laying out an effective menu, this practical program will help you take full advantage of your menu.

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7/19	Seattle, WA	10/24	Tampa, FL	10/25	Orlando, FL

SST Server Sales Training is a low cost, effective way to teach proven sales techniques directly to the servers who will use them in your dining room. Two sessions each date, so both your lunch and dinner servers may attend.

7/26	Los Angeles, CA	9/21	Minneapolis, MN	10/13	San Diego, CA
8/24	Atlanta, GA	10/4	Seattle, WA	10/26	Detroit, MI

TFT Tools for Training will help you build a solid employee training program. The techniques presented in this seminar have been tested in the dynamics of the foodservice environment. The program focuses on the why's and how-to's of training.

8/31	Riverside, CA	9/15	Nassau/Suffolk, NY
9/13	Grand Rapids, MI	11/15	Kansas City, MO

WST Wine Server Training is a three-hour program that will equip servers with the essentials used to consciously and effectively sell wines to your guests. Attendees will learn about the components of wine, varietal differences, and techniques and opportunitites to increase wine sales. Two sessions each date, so both your lunch and dinner servers may attend.

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8/25	Portland, OR				

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October-December 1988 • Seminar Schedule

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						COVERS ___ SALES ___ **1** **OCTOBER**
COVERS ___ SALES ___ **2**	COVERS ___ SALES ___ **3** BUF—Cleveland, OH; DPR—Milwaukee, WI; FAS—Washington, DC; KIM—Newport, RI	COVERS ___ SALES ___ **4** DRM—Baltimore, MD; DPR—Minneapolis, MN; MRT—Fort Worth, TX; SST—Seattle, WA	COVERS ___ SALES ___ **5** FAS—Cincinnati, OH; MRT—Fort Worth, TX	COVERS ___ SALES ___ **6** DRM—Portland, ME; PCS—Columbia, SC	COVERS ___ SALES ___ **7**	COVERS ___ SALES ___ **8**
COVERS ___ SALES ___ **9**	COVERS ___ SALES ___ **10** Columbus Day	COVERS ___ SALES ___ **11**	COVERS ___ SALES ___ **12** DRM—Phoenix, AZ; COM—Chicago, IL; KIM—Knoxville, TN; OPA—Columbus, OH	COVERS ___ SALES ___ **13** COM—Chicago, IL; DRM—Denver, CO; OPA—Columbus, OH; SST—San Diego, CA	COVERS ___ SALES ___ **14**	COVERS ___ SALES ___ **15**
COVERS ___ SALES ___ **16**	COVERS ___ SALES ___ **17** FCM—Burlingame, CA; KIM—Williamsburg, VA	COVERS ___ SALES ___ **18** BAQ—Louisville, KY; FAS—Atlanta, GA; FCM—Anaheim, CA	COVERS ___ SALES ___ **19** PFT—Dearborn, MI	COVERS ___ SALES ___ **20** BAQ—Portland, OR; PFT—Milwaukee, WI	COVERS ___ SALES ___ **21** WST—Atlanta, GA	COVERS ___ SALES ___ **22**
COVERS ___ SALES ___ **23**	COVERS ___ SALES ___ **24** SAS—Tampa, FL	COVERS ___ SALES ___ **25** DRS—Chicago, IL; SAS—Orlando, FL	COVERS ___ SALES ___ **26** SST—Detroit, MI	COVERS ___ SALES ___ **27** OPA—Minneapolisl, MN	COVERS ___ SALES ___ **28** OPA—Minneapolis, MN	COVERS ___ SALES ___ **29**
COVERS ___ SALES ___ **30**	COVERS ___ SALES ___ **31** Halloween	COVERS ___ SALES ___ **1** **NOVEMBER** DRM—Madison, WI; COM—San Francisco, CA; WST—Newport, RI	COVERS ___ SALES ___ **2** COM—San Francisco, CA; DRM—Minneapolis, MN; DPR—Philadelphia, PA; MRT—Jacksonville, FL	COVERS ___ SALES ___ **3** DPR—Cincinnati, OH; MRT—Jacksonville, FL	COVERS ___ SALES ___ **4**	COVERS ___ SALES ___ **5**
COVERS ___ SALES ___ **6**	COVERS ___ SALES ___ **7** DUF—Indianapolis, IN; DRM—Nashville, TN	COVERS ___ SALES ___ **8** Election Day	COVERS ___ SALES ___ **9** BAQ—Washington, DC; KIM—Orlando, FL; OPA—Riverside, CA	COVERS ___ SALES ___ **10** BAQ—Boston, MA; FAS—Chicago, IL; DRS—Seattle, WA; KIM—Miami, FL; OPA—Riverside, CA	COVERS ___ SALES ___ **11** Veteran's Day	COVERS ___ SALES ___ **12**
COVERS ___ SALES ___ **13**	COVERS ___ SALES ___ **14** MEN—Portland, OR	COVERS ___ SALES ___ **15** KIM—Philadelphia, PA; MEN—Seattle, WA; TFT—Kansas City, MO	COVERS ___ SALES ___ **16** KIM—Newark, NJ; PFT—Austin, TX	COVERS ___ SALES ___ **17** PFT—Dallas, TX	COVERS ___ SALES ___ **18**	COVERS ___ SALES ___ **19**
COVERS ___ SALES ___ **20**	COVERS ___ SALES ___ **21**	COVERS ___ SALES ___ **22**	COVERS ___ SALES ___ **23**	COVERS ___ SALES ___ **24** Thanksgiving Day	COVERS ___ SALES ___ **25**	COVERS ___ SALES ___ **26**
COVERS ___ SALES ___ **27**	COVERS ___ SALES ___ **28**	COVERS ___ SALES ___ **29** DRM—Austin, TX; GPC—Tampa, FL; PFT—Charlotte, NC	COVERS ___ SALES ___ **30** DRM—Houston, TX; OPC—Tampa, FL	COVERS ___ SALES ___ **1** **DECEMBER** WST—Detroit, MI	COVERS ___ SALES ___ **2**	COVERS ___ SALES ___ **3**
COVERS ___ SALES ___ **4** Hanukkah	COVERS ___ SALES ___ **5** KIM—Dallas, TX; KIM—Los Angeles, CA; DES—Seattle, WA	COVERS ___ SALES ___ **6** DES—Seattle, WA; DRM—Newark, NJ; KIM—Austin, TX; KIM—Riverside, CA	COVERS ___ SALES ___ **7** DRM—Philadelphia, PA; FCM—Minneapolis, MN	COVERS ___ SALES ___ **8** FAS—Orlando, FL; FCM—Chicago, IL	COVERS ___ SALES ___ **9**	COVERS ___ SALES ___ **10**
COVERS ___ SALES ___ **11**	COVERS ___ SALES ___ **12** BUF—Charlotte, NC; DRM—Tampa, FL	COVERS ___ SALES ___ **13** DRM—Miami, FL; PCS—Madison, WI	COVERS ___ SALES ___ **14**	COVERS ___ SALES ___ **15** PCS—Lansing, MI	COVERS ___ SALES ___ **16**	COVERS ___ SALES ___ **17**
COVERS ___ SALES ___ **18**	COVERS ___ SALES ___ **19**	COVERS ___ SALES ___ **20**	COVERS ___ SALES ___ **21**	COVERS ___ SALES ___ **22**	COVERS ___ SALES ___ **23**	COVERS ___ SALES ___ **24**
COVERS ___ SALES ___ **25** Christmas Day	COVERS ___ SALES ___ **26**	COVERS ___ SALES ___ **27**	COVERS ___ SALES ___ **28**	COVERS ___ SALES ___ **29**	COVERS ___ SALES ___ **30**	COVERS ___ SALES ___ **31**

Seminar Registration

Member number required for member rate

Seminar _____
Date and location _____
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Title _____
Seminar _____
Date and location _____
Name _____
Title _____
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